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SHORT-RANGE TRANSIT PLAN

Fiscal Years 1999/2000 — 2008/2009

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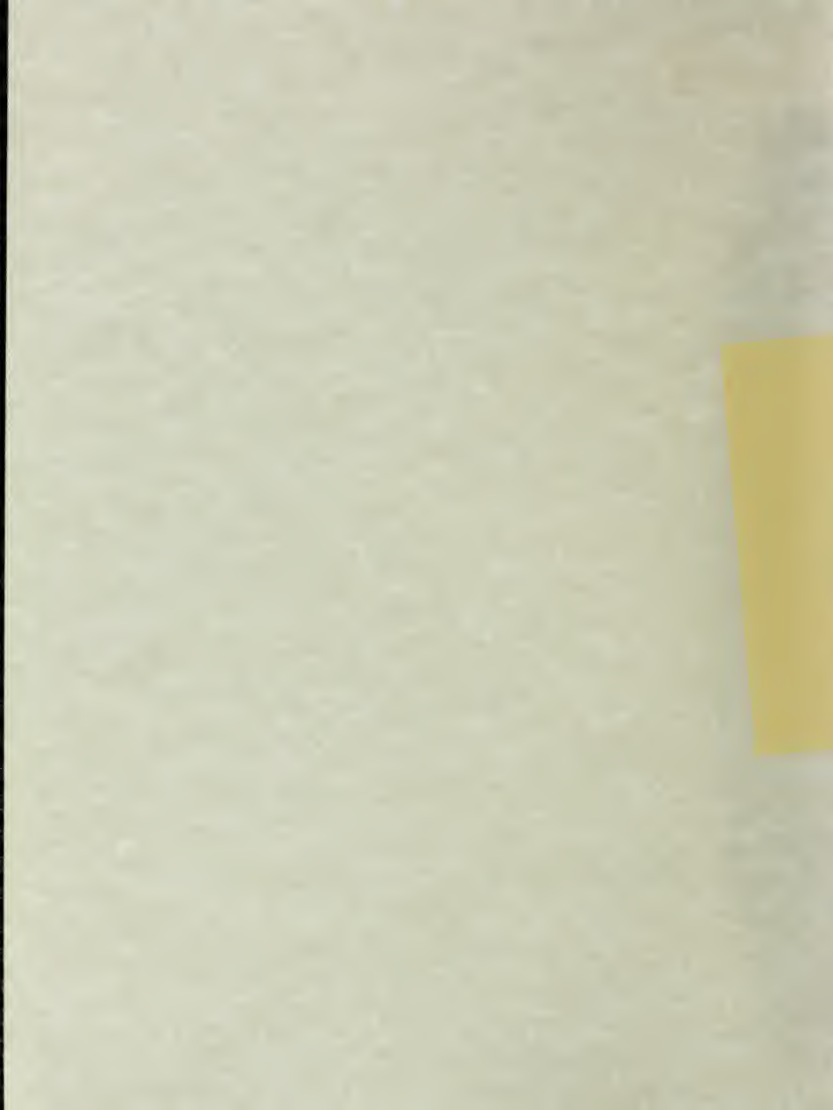
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Golden Gate Bridge, Highway and Transportation District



GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT

FINAL

SHORT-RANGE TRANSIT PLAN

Fiscal Years 1999/2000 - 2008/2009

November 19, 1999

The preparation of this report has been financed in part through a grant made available from U.S. Department of Transportation, Federal Transit Administration, under Urban Mass Transportation Act of 1964, as amended, as passed through by Metropolitan Transportation Commission, and in part by funds provided by Golden Gate Bridge, Highway and Transportation District. The contents of this report do not necessarily reflect the official views or policy of U.S. Department of Transportation.

FTA Grant Number CA-80-X007

GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT

BOARD OF DIRECTORS (as of June 1, 1999)

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DEL NORTE COUNTY

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AUTHORS AND PERSONS CONTACTED

The Short-Range Transit Plan was prepared by the staff of the Golden Gate Bridge, Highway and Transportation District, Celia G. Kupersmith, General Manager. It was performed under the direct supervision of Jerome M. Kuykendall, Director of Planning and Policy Analysis. The principal author was Alan R. Zahradnik, Deputy Planning Director. Assistance was provided by Maurice P. Palumbo, Principal Planner; Harvey A. Katz, David M. Solomon, and Timothy A. Sweeny, Senior Planners; Cynthia B. Petersen, Paratransit Coordinator; Pascale D. Soumoy, Assistant Planner; Karen Engbretson, Administrative Assistant; and Gail Jackson, Secretary. Nina Rannells, Grants Administrator, developed the Capital Program descriptions.

The DRAFT Short-Range Transit Plan was reviewed by the public, including private bus and ferryboat operators in GGBHTD's service area, GGBHTD's Advisory Committee on Accessibility and Bus and Ferry Passengers Advisory Committees, and then adopted in final form by GGBHTD's Board of Directors by reference on the accompanying resolution.

GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT

RESOLUTION 99-238

AUTHORIZES ADOPTION OF THE GOLDEN GATE BRIDGE,
HIGHWAY AND TRANSPORTATION DISTRICT SHORT-
RANGE PLAN FOR FISCAL YEARS 1999-2000 THROUGH 2008-
2009; AND, AUTHORIZES THE GENERAL MANAGER TO
TRANSMIT THE PLAN TO THE METROPOLITAN
TRANSPORTATION COMMISSION

November 19, 1999

WHEREAS, the Transportation Committee has so recommended, now, therefore, be it


RESOLVED that the Board of Directors of the Golden Gate Bridge, Highway and Transportation District authorizes adoption of the Golden Gate Bridge, Highway and Transportation District Short-Range Transit Plan for Fiscal Years 1999-2000 through 2008-2009; and, authorizes the General Manager to transmit the Plan to the Metropolitan Transportation Commission.

ADOPTED this 19th day of November, 1999, by the following vote of the Board of Directors:

AYES (10): Directors Eddie, Fraser, Leonoudakis, Middlebrook, Smith, Stroeh, Teng and Ziedrich; Second Vice President Moylan; President Ross
NOES (0): None
ABSENT (9): Directors Ammiano, Boro, Cale, Kaufman, Kress, McDonnell, Simms and Yaki; Vice President Brown

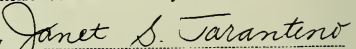


President, Board of Directors

ATTEST: 
Secretary of the District

The foregoing instrument is a correct copy
of the original on file in this office.

Attest this 3rd day of December 19 99

iv 
Secretary of the Board of Directors of the Golden Gate
Bridge, Highway and Transportation District

GLOSSARY OF ACRONYMS

<u>Acronym</u>	<u>Definition</u>
AC TRANSIT	Alameda-Contra Costa Transit District
ACA	Advisory Committee on Accessibility
ADA	The Americans With Disabilities Act of 1990
AVL	Automatic Vehicle Location
BAAQMD	Bay Area Air Quality Management District
BART	San Francisco Bay Area Rapid Transit District
BPAC	Bus Passengers Advisory Committee
CALTRANS	California Department of Transportation
CATIA	Clean Air and Transportation Improvement Act
CMA	Congestion Management Agency
CMAQ	Congestion Management and Air Quality
CNG	Compressed Natural Gas
CPSS	Computerized Paratransit Scheduling System
CPUC	California Public Utilities Commission
CTC	California Transportation Commission
DEIR	Draft Environmental Impact Report
DOT	U.S. Department of Transportation
EOC	Emergency Operations Center
ETC	Electronic Toll Collection
FEMA	Federal Emergency Management Administration
FHWA	Federal Highway Administration
FPAC	Ferry Passengers Advisory Committee
FRA	Federal Railroad Administration
FTA	Federal Transit Administration
FY	Fiscal Year
GGBHTD	Golden Gate Bridge, Highway and Transportation District
GGNRA	Golden Gate National Recreation Area
GGT	Golden Gate Transit
GIS	Geographic Information System
HOV	High-Occupancy Vehicle
ISTEA	Intermodal Surface Transportation Efficiency Act
ITS	Intelligent Transportation Systems
JPA	Joint Powers Agreement
LAN	Local Area Network
LFT	Larkspur Ferry Terminal
MCTD	Marin County Transit District
MDT	Mobile Data Terminals
MSCC	Marin Senior Coordinating Council
MTC	Metropolitan Transportation Commission
MTS	Metropolitan Transportation System
MUNI	San Francisco Municipal Railway

NCRA	North Coast Railroad Authority
NPS	National Park Service
NTD	National Transit Database
NWPRA	Northwestern Pacific Railroad Authority
NWPRR	Northwestern Pacific Railroad
PIP	Productivity Improvement Program
PTCC	Partnership Transit Coordinating Committee
RFP	Request For Proposals
RIDES	Rides for Bay Area Commuters
RTP	Regional Transportation Plan
SAMTRANS	San Mateo County Transit District
SRTC	C. Paul Bettini San Rafael Transit Center
S RTP	Short-Range Transit Plan
STA	State Transit Assistance
STP	Surface Transportation Program
TCI	Transit Capital Improvement
TCIP	Transit Coordination Implementation Plan
TDA	Transportation Development Act
TEA	Transportation Enhancement Activities
TEA-21	Transportation Equity Act for the 21 st Century
TIP	Transportation Improvement Program
TPL	Transfer Point Location
TSM	Transportation Systems Management
TTT	Transbay Transit Terminal
UMTA	Urban Mass Transportation Act
WAN	Wide Area Network
WESTCAT	Western Contra Costa Transit Authority
WSW	Whistlestop Wheels

**GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT
SHORT-RANGE TRANSIT PLAN
FISCAL YEARS 1999/2000 - 2008/2009**

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SUMMARY

SHORT-RANGE TRANSIT PLAN

The SRTP* is a GGBHTD-prepared document submitted biennially to MTC of the San Francisco Bay Region. MTC uses the SRTP, along with the SRTP submittals of the other San Francisco Bay Area transit operators, as the basis for development of RTP and TIP. These regional plans and programs are required by the federal and state governments as preconditions to obtaining federal and state operating and capital funding assistance.

The SRTP has three chapters and three technical appendices. Chapter 1 describes the organization of GGBHTD and its mission and policy and provides a summary of its history and transit services. "The Mission of the Golden Gate Bridge, Highway and Transportation District is to provide safe, efficient and reliable means for the movement of people, goods and services within the Golden Gate Corridor..." The policies provide guidance on the manner and means used by GGBHTD in pursuing its mission. For example, GGBHTD's first service priority is safe and efficient operation of the Golden Gate Bridge. The policies also address the financing of services. GGBHTD revenues will be used first for the operation and maintenance of the Bridge and for reserves to meet future Bridge capital needs. Surplus revenues may be used to subsidize transit services. Demands for service expansion, in the absence of surplus revenues, may be met by requiring benefiting private and public entities to share in any subsidy burden.

Chapter 2 includes GGBHTD's transit goals, objectives, measures, and standards and an evaluation of services relative to those standards. The findings note that transit services are of high quality in accordance with GGBHTD goals. Nonetheless, certain services exhibit below standard performance and are identified for possible remedial action. The service evaluation also references GGBHTD's commitment to assuring that its fixed-route transit service is usable by persons with disabilities, as required by federal and state laws, and that complementary paratransit service is available to those who cannot use fixed-route service.

The status of GGBHTD's transit capital and financial programs are also described in Chapter 2. A projection of GGBHTD's finances is provided, based on the March 25, 1999 draft FY 1999/2000 budget and planned future services and improvements. This "baseline" projection reflects the need to closely monitor transit service performance, secure capital grants for Bridge and transit improvements, and manage revenue generation and operating expenses to meet cost recovery standards. The current focus of GGBHTD's financial projections is the Golden Gate Bridge seismic retrofit project. GGBHTD seeks 80 percent federal funding of this critical project. With Bridge revenues needed for seismic retrofit and other major Bridge rehabilitation or improvement projects, transit operations are more reliant on operating revenues and state and federal subsidies. The baseline financial plan includes annual bus and ferry fare increases at a rate equal to expense inflation. However, the financial

* All acronyms used throughout this document are defined in the Glossary of Acronyms on page v.

projections indicate that shortfalls may occur beginning in FY 2002/2003, and so additional cost-containment and revenue-enhancing alternatives are identified to address the possibility of future financial imbalances. Financial constraints preclude District participation in local corridor and regional plans for expanding transit services, in so far as such participation would require District financial support.

Chapter 3 describes GGBHTD's transit service, capital, and financial plan elements for FY 1999/2000 through FY 2003/2004 and a financial projection through FY 2008/2009 assuming federal participation in the seismic retrofit project. The new SRTP incorporates nominal (two crossings per weekday) expansion of Larkspur ferry service with the acquisition of a new, 400-passenger high-speed catamaran as a replacement for the more than 30-year-old M.V. Golden Gate. Operation of this new ferry vessel in FY 2001/2002 will provide 42 daily ferry trips without incurring additional operating deficit by utilizing existing crews more productively. To support expanded Larkspur ferry services and allow new passengers to access the ferry terminal in Larkspur despite an overcrowded commuter parking lot, feeder bus services will be expanded. Regional transit coordination efforts encouraged by MTC are highlighted in the SRTP. Also, transit capital projects funded by federal, state, other external funds, or GGBHTD-restricted reserves are included. Existing restricted reserves for transit operations and capital projects are used to the fullest extent. The SRTP includes revenue enhancement from fare increases and expense reduction from new automated bus scheduling and run-cutting system. A balanced ten-year financial plan is achieved by deferring or seeking alternative financing of certain capital projects that are not immediately necessary to sustain existing transit and Bridge operations. The financial plan assumes GGBHTD will receive FTA and FHWA capital funds and will continue to receive TDA and STA operating subsidies as forecast by MTC. An alternate "worst case" financial scenario is provided to illustrate the consequences of not receiving the desired federal funding participation in the seismic retrofit project and adhering to District financing policies which support the needs of public transit in so far as resources permit.

KEY POINTS OF THE PLAN

Existing Transit Service Performance from Chapter 2

- GGT bus and ferry services effectively help manage southbound Golden Gate Bridge traffic congestion during weekday morning commute period. However, weekday evening commute and weekend evening traffic congestion continues to be problematic. Reverse commute and recreational travel during these time periods is primarily by automobile as GGT transit services are oriented towards the Sonoma and Marin to San Francisco commuter market.
- While ridership on Golden Gate Larkspur ferry is increasing, Sausalito ferry and GGT bus and club bus patronage to and from downtown San Francisco continues to decrease. As suburban travel (within and between Sonoma, Marin, and Contra Costa counties) has increased, so has use of GGT buses within and between these historical San Francisco suburbs.

- Transit services cover over 33% of their operating cost with operating revenues. Despite using all available sources of external operating subsidy, Golden Gate Bridge tolls provide nearly 50% of the transit subsidy: nearly \$30 million annually for operations and capital.
- Transit divisions have succeeded in containing operating costs to levels below (bus) or near (ferry) the general inflation rate of consumer prices. However, many bus and ferry services have excess seating capacity although certain bus and ferry trips are occasionally or regularly overloaded. Those that operate during peak periods with dedicated labor and vehicles are costly and require continued scrutiny and improvement.
- Transit services are very reliable with few service interruptions and relatively good on-time performance. However, the number of recorded complaints about bus services continues to increase while ferry satisfaction is high.
- Contracted ADA complementary paratransit services continue to be in compliance with federal regulations.
- Expansion of Larkspur ferry service, operation of a new fast ferry and adjustments to feeder bus services resulted in increased ferry ridership as expected. In particular, patronage of the new fast ferry trips exceeded expectations. However, overload of the 325-passenger ferry resulted. Available parking capacity at LFT was also oversubscribed as an anticipated increase in feeder bus use failed to materialize.

Existing Capital Program from Chapter 2

- The bus replacement program is on schedule with federal and state funding of 33 new buses secured. District will be passing federal funds through to Marin County for replacement of 13 paratransit vans. Federal funds have been programmed by MTC for replacement of M.V. Golden Gate.
- Federal and state funds have been secured or programmed by MTC for rehabilitation of bus and ferry facilities. Bus farebox replacement is being coordinated with MTC Translink program. Replacement of midday bus storage lot in downtown San Francisco is still under investigation with focus on both short and long term solutions.
- Enhancements of transit services and operations are in progress including bike racks on buses, ticket vending machines at ferry terminals, electric vehicle charging stations at commuter parking lots, computer assisted bus and paratransit scheduling and dispatch, and bus stop improvements.
- Continued success in obtaining federal and state grants for capital projects will require greater staff effort in competing for limited funds in an environment of increasing need.

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- Enhancements of transit services and operations are in progress including bike racks on buses, ticket vending machines at ferry terminals, electric vehicle charging stations at commuter parking lots, computer assisted bus and paratransit scheduling and dispatch, and bus stop improvements.
- Continued success in obtaining federal and state grants for capital projects will require greater staff effort in competing for limited funds in an environment of increasing need.

Preliminary Baseline Financial Projection from Chapter 2

- A shortfall in transit funding is identified beginning FY 2003/04 and continuing through FY 2008/09. This is despite annual adjustments to transit fares to keep pace with projected inflation and an assumption that federal funds will be available to cover 80% of the \$217.6 million construction cost of Golden Gate Bridge seismic retrofit.
- Several options for addressing the shortfall are presented including: adjust or find alternative funding for Bridge capital program; further increase transit fares; obtain greater bus cost efficiencies with computer assisted scheduling and dispatch; defer transit capital projects; increase revenue from advertising and disposal of surplus property; and, use of restricted reserves.

Recommended Operations and Maintenance Plan from Chapter 3

- Maintain most existing bus services. Improve ridership or curtail service on lower-performing routes such as commute Route 28 between San Rafael and San Francisco, commute Route 78 between Sebastopol and San Francisco and commute Routes 71 and 75 between Santa Rosa and San Rafael. Continue Marin/East Bay Route 40 and West Marin weekend recreational routes 63 and 65 subject to availability of external funding. Participate in NPS efforts to increase transit use to sites of high visitation in GGNRA.
- Increase use of feeder buses to alleviate overcrowding of Larkspur ferry terminal parking lot. After replacing M.V. Golden Gate, assign fast ferry to Larkspur service and reassign Spaulding vessel to Sausalito service. Increase Larkspur service by two trips per day. No change to Sausalito service.
- Consider new North Bay ferry services and additional Larkspur service to Pacific Bell Ballpark.
- Secure a replacement site in downtown San Francisco for midday bus storage or accommodation in a new TTT.
- Monitor transit industry progress on implementing intelligent transportation systems and alternative fuel programs.
- Migrate information systems from HP 3000 to Windows NT.
- Continue to aggressively pursue public information and marketing programs to encourage transit use and improve public relations.
- Work with MTC to design, evaluate, and implement Translink fare collection technology.
- Continue to act as caretaker of the NWPRR right-of-way while Marin and Sonoma counties develop plans for its use as a transit facility.

Recommended Capital Program from Chapter 3

- Carry forward the District's current program that emphasizes system rehabilitation and replacement consistent with regional capital investment guidelines.
- Encourage and support efforts of local jurisdictions to provide transportation infrastructure and community based improvements that improve access to and increase use of District transit services, Larkspur ferry in particular.
- Defer non-essential and long-term transit facility improvements pending availability of funds.
- Consider replacement of light duty gasoline powered non-revenue vehicles with alternative fuel vehicles.

Recommended Financial Plan from Chapter 3

Balance the transit operating shortfall by taking the following actions relative to the baseline financial projection:

- Use computer assisted bus scheduling, runcutting, and dispatch to reduce bus operating cost.
- Defer and downsize capital projects that do not affect transit use.
- Sell surplus property at the bus yard in Santa Rosa.
- Defer Bridge projects awaiting results of study and downsize other projects.
- Use current restricted reserves for future capital projects and operations, and cap the restricted reserve for Bridge museum to make additional funds available to the unrestricted reserve and transit needs.
- Defer or seek alternative funding for Bridge under-deck repainting.

CHANGES FROM PREVIOUS PLAN

The following comprise significant changes between the July 30, 1999 Draft SRTP (1999 Plan) and previous SRTP Addendum prepared in September 1998 (1998 Plan).

- 1999 Plan addresses actual experience with Larkspur ferry expansion and adds new proposal for further ferry and feeder bus service adjustments with replacement fast ferry for M.V. Golden Gate.
- 1999 Plan assumes no changes to transbay commute bus services while 1998 Plan assumed a modest decrease in service, in response to loss of riders from fare increases.

- 1999 Plan includes potential bus cost efficiency obtainable from computer assisted scheduling which was unknown in 1998.
- 1999 Plan includes new transit capital projects not identified in 1998 but needed to rehabilitate existing facilities.
- 1999 Plan includes new Bridge capital projects not identified in 1998 but needed to rehabilitate the Bridge.
- 1999 Plan includes an estimate of Bridge ETC annual operating costs which were not yet determined in 1998.
- 1999 Plan presents an extension to ten years, the previous five-year program of annual transit fare adjustments.
- 1999 Plan reflects changes in cost inflation and available external funding projections from MTC reports updated since 1998.

INTRODUCTION

DEFINITION AND PURPOSE OF THE SHORT-RANGE TRANSIT PLAN

Section 8 of UMTA, as amended, made continuing, comprehensive, and cooperative planning of mass transportation systems a precondition for UMTA funding. The requirements of Section 8 are embodied in the federal ISTEA, which named FTA as successor to UMTA, and in TEA-21, which reaffirmed federal policy promulgated by ISTEA. UMTA's Joint Planning Regulations continue to be in effect under FTA. Included under these regulations is the preparation of a RTP and a TIP.

The RTP and TIP are documents prepared by MTC for the San Francisco Bay Area region. GGBHTD is responsible for planning for its GGT bus system, Golden Gate Ferry system, and other transit services it provides for which it receives FTA funds.

This SRTP is GGBHTD's input to the RTP and the TIP. The SRTP is updated and submitted to MTC biennially in accordance with MTC's Short Range Transit Plan Guidelines, March 1999. This FY 1999/2000 SRTP update covers a ten-year period to comply with MTC guidelines enacted to provide for a single SRTP document which is responsive to State of California transportation planning requirements as well.

Short-range planning is a continuing process of evaluation, improvement, reevaluation, and further improvement. This process is illustrated in **Exhibit 1-1**.

This document describes conditions existing during FY 1997/98 and FY 1998/99 and planned improvements to be implemented during FY 1999/2000 and FY 2000/01. Operating and Financial Plans are prepared through FY 2003/2004 (five years). A ten-year Capital Improvement Program is developed. GGBHTD finances are projected through FY 2008/2009 (ten years).

CHAPTER 1

GENERAL DESCRIPTION OF GGBHTD AND ITS TRANSIT SERVICES

SECTION 1. ORGANIZATION AND MANAGEMENT

GGBHTD is a special district of the State of California which operates and maintains the Golden Gate Bridge and provides certain public transit services between and within Marin, Sonoma, and San Francisco counties. It provides these public services under authority of State of California law.

GGBHTD was formed under authority of the Golden Gate Bridge and Highway Act of 1923 and incorporated on December 4, 1928, to include within its boundaries the City and County of San Francisco, the counties of Marin, Sonoma, and Del Norte, most of Napa and part of Mendocino counties. These boundaries, which remain unaltered to the present day, are shown in **Exhibit 1-2**.

GGBHTD is governed by a Board of Directors who are appointed by the elected representatives of their constituent counties as follows:

JURISDICTION

BOARD MEMBERS

City and County of San Francisco:

Board of Supervisors	8
Mayor	1

Board of Supervisors of the counties of:

Marin	4
Sonoma	3
Napa	1
Mendocino	1
Del Norte	1
TOTAL	19

Each Board member has one vote. The Board holds regular meetings twice a month and holds additional meetings as required. Its meetings are subject to prior public notice and are open to the public. The Directors serve on various standing committees and special committees of the Board to deliberate and make recommendations to the full Board. At the present time the committees are as follows:

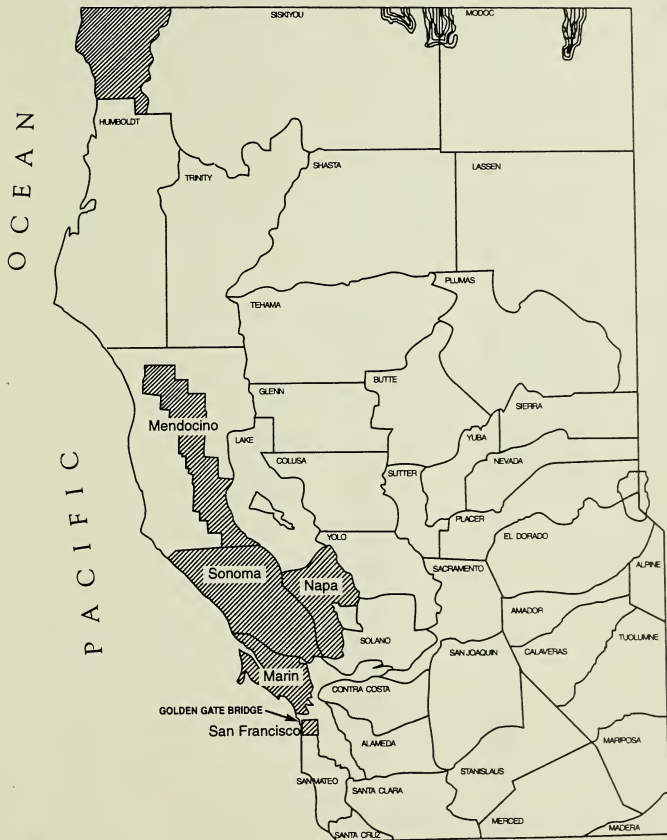
STANDING COMMITTEES OF THE BOARD OF DIRECTORS

Building and Operating Committee
Finance-Auditing Committee
Governmental Affairs and Public Information Committee
Rules, Policy and Industrial Relations Committee
Transportation Committee

GGBHTD also has three citizens' committees. ACA provides assistance to GGBHTD staff and advises Board of Directors on matters pertaining to accessible public transit services and facilities provided by GGBHTD. BPAC and FPAC help GGBHTD provide attractive and effective bus and ferry services by expressing the needs of a broad spectrum of bus and ferry passengers.

GGBHTD's organization chart is shown in **Exhibit 1-3**. Officers of GGBHTD are: General Manager, Attorney, Secretary of the District, District Engineer, and Auditor-Controller. There are three operating divisions of GGBHTD: Bridge, Bus, and Ferry. Each operating division has a manager who reports to the General Manager. The District division includes administration and technical support departments of Design/Graphics, District Services including Golden Gate Bridge Gift Center and Bridge Cafe, Diversity Programs, Human Resources, Marketing, Planning and Policy Analysis, and Public Information. These departments are under the direction of the General Manager, as are also the staffs of GGBHTD's officers. There are a total of 995 authorized regular and 20 authorized limited term positions proposed for July 1, 1999.

Map of Golden Gate Bridge and Highway District



GOLDEN GATE BRIDGE, HIGHWAY & TRANSPORTATION DISTRICT

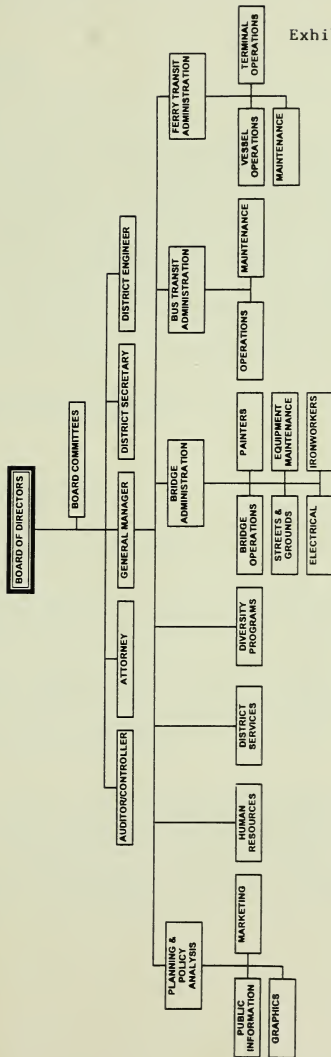


Exhibit 1-3

of services by the private sector or other governmental entities are also considered as a means to maximize the services GGBHTD can provide within the financial resources available. Private-sector participation is described in detail further on in the SRTP.

GGBHTD's third goal relates to its role as an agency of the public and partner in the provision of public transportation services for the betterment of the local and regional environment. In furtherance of this goal, GGBHTD participates in the activities of Bay Area Partnership and PTCC of MTC to improve transit services throughout San Francisco Bay Area; Northwestern Pacific Railroad Authority to preserve a vital transportation corridor in the North Bay; Congestion Management Agencies; local municipalities; various planning and public works associations; and transportation authorities and commissions of Marin, San Francisco, and Sonoma counties to manage the transportation infrastructure within GGBHTD's jurisdictional boundaries.

PUBLIC TRANSIT SERVICES

GGBHTD provides four types of transit services. The first is peak-period GGT Bus, Golden Gate Ferry, and privately contracted (Club Bus) transbay commute service. These services have highest priority since they reduce peak-period traffic and congestion on the Golden Gate Bridge. The second is basic weekday and weekend transbay and intercounty transit service to reduce traffic on the Bridge and provide general mobility in the Golden Gate Corridor. The third type of service is local bus service provided by GGBHTD under agreements with Marin County and other entities which fully subsidize such services. The fourth is intercounty (Sonoma/Marin and East Bay/Marin) bus service not directly related to the Golden Gate Bridge. GGBHTD may provide such regional transit services as a means to enhance mobility in the Golden Gate Corridor. However, in determining which services to provide, prime consideration is given to the benefits received by the general public relative to the cost of providing the service and the availability of financial support.

GGBHTD will strive to provide public transit services that are an attractive alternative to travel by automobile. As appropriate to the travel market, transit services will be reliable, comfortable, fast, frequent, affordable, and accessible. Transit service goals and objectives are more fully described in Chapter 2.

FINANCING OF SERVICES

Toll revenues and other GGBHTD revenues that are not reserved for other particular purposes will be used first for the operation and maintenance of the Bridge and for reserves to meet future Bridge capital needs.

Surplus revenues may then be used to subsidize or capitalize services that reduce traffic and congestion on the Bridge. Any remaining surplus may be used to subsidize other transit services. Restricted reserves will not be used to subsidize transit or ridesharing, unless established specifically for this purpose. In order to ensure adequate financing of GGBHTD services, GGBHTD will conduct an annual review of its financial needs for planned services in following years and will make the necessary financial or service adjustments so that GGBHTD's financial resources will be sufficient to cover its costs in the following year and any reserves that are needed for future years.

The following will be used as guidelines in setting fares or tolls and in adjusting services:

- Transit services should be financed by fare revenues and local, state, and federal subventions to the maximum extent possible, consistent with GGBHTD's primary goals.
- Transit fares of GGBHTD shall be reviewed annually and adjusted as necessary so as to provide a minimum of 33 percent of operating expenses from operating revenues, prior to any subsidy.
- Prior to raising transit fares, consideration should be given to the elimination of the least efficient services, routes, or runs, substitution of GGBHTD operations with private contract services, or transfer of operational responsibility to private or public operators or agencies.
- Fare increases or service reductions should be made as fair as possible between the counties, considering each county's usage of transit and ridesharing services, and the financial support, including subventions, provided by each county.
- Toll increases to support transit and ridesharing will not be made unless and until all reasonable efforts have been made to raise the required revenue through transit and/or ridesharing fare increases.
- In the event that GGBHTD resources, due to budgetary constraints, are judged insufficient to meet requests for increased or new transit services from and for the benefit of local private and public entities, as a condition to service implementation, GGBHTD may require cost-sharing agreements from such entities to provide necessary financial support for the requested services.

PRIVATE-ENTERPRISE PARTICIPATION

GGBHTD will fully utilize the resources of the private sector in the provision of public transportation services within its jurisdiction in a manner consistent with the goals and objectives of GGBHTD. The following is GGBHTD's procedure for private-enterprise participation in GGBHTD transit services and operations:

- With the preparation of GGBHTD's SRTP, a list and description of new, restructured services or contract services to be rebid will be provided for consideration of contracting with the private sector.
- With the preparation of the SRTP, a comprehensive analysis of existing bus services, using the fully allocated cost methodology shown in **Exhibit 1-11**, will be performed to identify those services which appear to be least cost effective for GGBHTD to operate and which, therefore, might be better provided by private operators. A list and description of such bus services will be provided for consideration of privatization opportunities.
- Representatives of local private enterprises will be consulted to advise GGBHTD on such subjects as service planning, identification of services to be considered for privatization, preparation of private firm mailing lists, preparation of performance specifications, and reviewing impediments to contracting services with the private sector.
- A mailing list of private firms to be advised of opportunities to participate in service planning and to be notified for requests for contract bids or proposals will be developed and updated.
- Upon the identification of candidate services to be considered for privatization, requests for bids or proposals will be issued to the private sector. Bids or proposals received will be evaluated according to criteria stated in the bid or proposal specifications, including but not limited to bidders' demonstrated capabilities and resources, overall compatibility of their proposal with GGBHTD operations, services, and programs and, if appropriate, comparison with the fully allocated costs and avoidable costs of GGBHTD operations of the candidate service.
- Unsolicited bids or proposals for contract services will be referred to the appropriate division or department manager for analysis and, if appropriate, after consultation with the General Manager and Attorney, included as a candidate contract service for further action through the RFP or bids process. Initial responses to unsolicited bids or proposals will be made within four weeks of their receipt.

- Service requests from third parties, if responded to by GGBHTD, shall be bid in accordance with GGBHTD privatization policy and shall include GGBHTD's fully allocated costs.
- Opportunities for public/private partnerships in transit financing will be identified in GGBHTD's SRTP, and subsequently pursued whenever feasible.
- Complaints received from the private sector regarding this procedure and its implementation will be reviewed by the General Manager, Attorney, and the appropriate division or department manager. An initial response will be made within thirty days. If the complaint cannot be resolved by GGBHTD staff, the matter will be referred to the Board of Directors.

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SECTION 3. REGIONAL TRANSIT SERVICES

GOLDEN GATE FERRY SERVICE

GGBHTD operates two ferry routes between San Francisco and Marin County. Service over a 5.5 nautical-mile route between San Francisco Ferry Terminal and the Golden Gate Ferry landing in Sausalito has been provided since August 1970 by the M.V. Golden Gate, a 15-knot, 575-passenger, diesel-powered vessel. The seating capacity of the M.V. Golden Gate is 388 passengers. The Sausalito Ferry operates year-round on a regular schedule consisting of 18 crossings on weekdays and 12 crossings on weekends and holidays. During the higher patronage summer season, May through September, two additional crossings are operated.

Service over an 11.25 nautical-mile route between San Francisco Ferry Terminal and LFT has been provided since December 1976 by a fleet of three 725-passenger vessels. Originally, these vessels were powered by turbine engines but were converted in 1984 and 1985 to diesel engines to provide better fuel economy and improve reliability. The M.S. San Francisco, M.S. Marin, and M.S. Sonoma are 20.5-knot vessels and have seating for 532 passengers. In September 1998, a fourth vessel, M.V. Del Norte, was added to the Larkspur Ferry route and service was expanded from 26 weekday crossings to 40 crossings. The 10 crossings on weekends and holidays were continued without change. M.V. Del Norte is a 35-knot, 325 passenger capacity catamaran propelled by four diesel engines and water-jets.

Neither the Larkspur nor the Sausalito ferry service operates on Thanksgiving, Christmas, or New Year's Day. Feeder bus services connecting with arriving and departing ferries are provided on weekdays during the morning and evening commute hours to and from the three ferry terminals. Food and beverage services are available on all ferries. All ferry vessels and terminals are accessible to persons with disabilities. Designated parking for persons with disabilities is provided at LFT. Both the Larkspur and Sausalito ferry routes are part of the region's MTS.

GOLDEN GATE TRANSIT BUS SERVICE

In 1969, the California State Legislature authorized GGBHTD to develop transit service in the U.S. Highway 101 Golden Gate Corridor. In December 1970, GGBHTD initiated a shuttle bus service to Sausalito Ferry using 5 leased Greyhound coaches and 4 drivers on 4 bus routes. In September 1971, GGBHTD received 20 of 132 newly purchased buses and hired 30 experienced Greyhound drivers. Local Marin County bus service was initiated in December 1971. In January 1972, GGBHTD established GGT transbay commute service with 152 buses (20 leased) and facilities in Novato and Santa Rosa, and a temporary facility in San Rafael.

GGT operates an active fleet of 269 diesel buses, which are listed in **Exhibit 1-4**. They are assigned to various categories of GGT bus services as follows:

1. **Basic Service - Routes 10, 20, 50, and 80** operate all day, seven-days-a-week along trunk routes between TTT and Civic Center in San Francisco and various suburban centers within Marin and Sonoma counties. Limited service between San Francisco and Marin counties is provided on **Routes 60 and 70** to supplement Route 80 service at times when passenger loads exceed Route 80 capacity. Limited weekday service is also provided by **Route 90** between San Francisco and Sonoma Valley. **Route 30** provides basic midday weekday bus service between the San Francisco Financial District and San Rafael via LFT. **Route 40** basic bus service operates between East Bay and Marin County via Richmond-San Rafael Bridge. This regional bus service is made possible through a cooperative agreement between GGBHTD, AC Transit, BART, and MTC, which provides a regional subsidy of the service. Route 80 is also designated as regional bus service for purposes of interoperator service coordination. All regularly scheduled buses on these routes are wheelchair lift-equipped.
2. **Commute Service - Routes 2, 4, 8, 18, 24, 26, 28, 32, 34, 38, 44, 48, 54, 56, 72, 74, 76, and 78** operate on weekdays, except holidays, between residential neighborhoods within Marin and Sonoma counties and San Francisco Financial District and Civic Center employment centers, with few intermediate stops, during the morning and evening commute periods only. **Routes 71 and 75** operate express services on weekdays, except holidays, between commuter park-and-ride lots along the U.S. Highway 101 corridor in Sonoma County and employment centers in Marin County during the morning and evening commute hours only.
3. **Recreational Service - Routes 63 and 65** are provided between certain suburban centers or trunkline bus connecting points and several of the principal parks and recreation areas in West Marin, with schedules adapted to the weekend and seasonal characteristics of recreational travel demand.
4. **Ferry-Feeder Service - Routes 3, 5, 9, 11, 13, 15, 19, 25, 31, 37, 41, and 51** operate on weekdays, except holidays, during commute hours only between certain residential areas of Marin County and the Sausalito, Tiburon (a privately owned ferry service to and from San Francisco), and Larkspur ferry terminals. **Routes 67 and 69** operate during commute hours only between San Francisco Ferry Terminal and downtown employment centers. **Route 29** is a demonstration service operating on weekdays during off-peak hours and on weekends to connect the LFT to the SRTC where ferry passengers can transfer to local and intercounty buses for continuing travel within Marin and to Sonoma County. **Route 61** operates Monday through Saturday during the Christmas shopping season between San Francisco Ferry Terminal and the downtown shopping district. All feeder bus schedules are coordinated with connecting ferry schedules. In addition to feeder buses, GGT provides replacement bus services on **Routes 96 and 97** for the regularly scheduled Sausalito and Larkspur ferry trips when the ferry vessels are out of service.

5. **Local Service - Routes 1, 7, 17, 21, 23, 27, 33, 35, 39, 43, 45, 47, and 49** operate entirely within Marin County. Due to restrictions prohibiting use of Bridge toll revenue for benefit of local travel, these services rely on funding agreements with MCTD and several school districts. Subject to agreements with Marin and Sonoma counties, passengers may make journeys entirely within Marin County or entirely within Sonoma County on the basic, commute, and ferry-feeder bus routes. Journeys entirely within San Francisco are limited to those beginning or ending at the Golden Gate Bridge Toll Plaza. Marin and Sonoma local bus services are described further in Section 3 of this chapter.
6. **Special Service - Routes 92, 94, 95, 98, and 99** are provided to the general public for certain special events, such as sports events and fairs, where provision of such service supports GGBHTD's goals and objectives, and does not violate federal regulations regarding "charter bus" service. **Route 93** operates special weekday commute period shuttle services between Golden Gate Bridge Toll Plaza and San Francisco Civic Center. **Route 91** is a shuttle between downtown San Rafael and the San Rafael bus facility to supplement regular bus services.

In addition to the 269 buses used in delivering GGT services, 9 buses included in **Exhibit 1-4** are leased to private operators of contracted Club Bus commuter services. Club Bus services are described in Section 4 of this Chapter. Another 10 buses are being held in inactive contingency reserve. The total GGT-owned fleet numbers 288.

Hours and frequency of operation for GGT bus routes are provided in **Exhibit 1-5**. The transit system map and fare zones are shown in **Exhibit 1-6**.

U.S. Highway 101 and its parallel frontage roads form the trunk line of the 605-mile (directional route miles) GGT bus route network. Club bus routes add another 75 miles to the GGT network. The various routes branch from the freeway to serve local suburban communities via major arterial roads. Most of the GGT route network is on the region's MTS. The distribution of population within GGBHTD's service area relative to distance from the transit routes is shown on a series of three county maps in **Exhibit 1-7**.

There are over 1,200 bus stops on the network: 833 in Marin County, 253 in Sonoma County, 132 in San Francisco and 13 in Contra Costa County. Most stops are identified with a standard sign bearing GGBHTD's logo. Some stops in San Francisco, Contra Costa, and Sonoma counties are shared with other public transit operators and have special signs with GGBHTD's logo. In Marin County, bus service information signs have been installed at about 400 bus stops. These signs provide route, frequency, and hours of service information. 110 of the more heavily patronized boarding points have GGBHTD maintained bus shelters. Local communities and businesses maintain 149 additional shelters and several hundred benches.

Paratransit Service

Intercounty paratransit service is available to complement GGT basic, recreational, and special service bus routes. ADA requires paratransit or other special services be available within three-quarters of a mile of a bus route to individuals with disabilities who cannot use GGBHTD's non-commute fixed-route system. GGT's intercounty paratransit service continues to be provided through an agreement with MCTD and its paratransit contractor, WSW. WSW operates local paratransit trips entirely within Marin County on behalf of MCTD and operates intercounty regional paratransit service between the counties of Marin, San Francisco, and Sonoma on behalf of GGBHTD and to Contra Costa County on behalf of GGT regional Route 40 service.

Paratransit service was implemented pursuant to GGBHTD and MCTD's Joint Paratransit Plan under which full compliance with ADA was reached in December 1994. Both agencies experience increasing levels of paratransit service needed to meet growth in demand for service. In January 1997, as part of the paratransit capital program, GGBHTD completed purchase and installation of base station hardware and software for a new CPSS to assist WSW with scheduling rides and meeting increased demand with increased efficiency. Vehicle-related computer hardware components of the system, including MDT, AVL devices, and an upgraded communication and dispatching system, remain to be implemented under the capital program. Also included in the capital program are replacement paratransit vans for both Marin local and GGBHTD intercounty paratransit service.

Fares

Bus and ferry cash fares effective July 1, 1998 are shown in **Exhibit 1-8**. Prepaid fares are also shown in **Exhibit 1-8**. Bus fares are determined by zones traveled (see **Exhibit 1-6**). Zone 1 is San Francisco. GGT does not carry local San Francisco passengers except for rides to or from the Toll Plaza. The fare for these rides is \$2.00. Zones 2, 3, 4, and 9 are in East Marin County. Zones 7 and 8 are in West Marin County. A ride in East Marin is \$1.50. Rides between East and West Marin cost \$3.00. Zones 5 and 6 are in Sonoma County. The fare is \$2.00 for rides within or between Sonoma County zones. Zone 10 was established for the East Bay in conjunction with Route 40 East Bay/Marin bus service. The fare for travel within Zone 10 is \$1.40. The fare for travel between San Francisco, Marin, and Sonoma counties, and East Bay varies according to the originating zone to destination zone trip length—the longer the trip, the greater the fare. For example, rides between San Francisco (Zone 1) and Mill Valley (Zone 2), about 15 miles, cost \$2.20 while rides between San Francisco and Santa Rosa (Zone 6), about 60 miles, cost \$5.30. Exact change is required on buses. There is no additional charge for transfers between bus routes for travel in the same direction. Stopovers are not allowed.

Ferry fares are \$2.75 and \$4.70 for travel on weekdays on the Larkspur and Sausalito ferries, respectively. A fare of \$4.70 is charged on weekends and holidays on the Larkspur and

Sausalito ferries. Fares are paid at ticket booths at the Larkspur and San Francisco ferry terminals and on-board the Sausalito ferry. Feeder bus services for ferry passengers to and from the Larkspur, Sausalito, and Tiburon terminals and to and from the San Francisco Terminal are free. Discount fares are available to qualifying bus or ferry riders. Seniors and riders with disabilities holding a Regional Transit Connection Discount Card, a Medicare card, or Department of Motor Vehicles placard are entitled to a 50 percent discount off the regular adult cash fare. Youths (persons 6 to 18 years of age on buses and 6 to 12 years of age on ferries) pay 75 percent of the regular adult fare. For local travel in Marin County, youths must purchase books of tickets in advance to obtain a 25 percent discount. Children under six years of age ride free.

Ride Value ticket books are available for frequent intercounty bus and ferry riders. Each book contains 20 tickets valid for a three- to six-month period and provides a 20 percent discount off the adult fare. Ferry riders get an added advantage as the discount is applied to the zone to zone bus fare. So, for example, Zone 2 to Zone 1 ferry Sausalito ferry riders using Ride Value tickets pay \$1.76 for a \$4.70 cash ferry ride.

In keeping with the provisions of DOT rules implementing ADA, fares for intercounty paratransit service were established at no more than twice the full adult cash fare for similar travel on the GGT bus system.

Transit Service Connections

There are a number of major interchange points in the GGT transit network. In San Francisco, connections to local Muni transit lines and regional transit service to the East Bay and the Peninsula are available. TTT is a regional transit TPL providing connections with Muni routes in San Francisco, AC Transit to the East Bay, Samtrans to the Peninsula, and to Greyhound. The major GGT bus stops in the Civic Center area of San Francisco at Seventh and Market Streets (outbound) and Eighth and Market Streets (inbound), served by basic and Civic Center commute bus routes, are also regional transit TPLs, providing connections with BART, Muni, and Samtrans. The San Francisco Ferry Terminal is an additional regional transit TPL providing connections between Golden Gate Ferry service; Alameda, Oakland, and Vallejo ferry services; and BART, Muni, Samtrans, and Amtrak Thruway Bus Service. Convenient transfer between Muni lines 28 and 29 and GGT buses exists at the Golden Gate Bridge Toll Plaza regional transit TPL. Transfer between GGT routes serving the Financial District and Civic Center are also accomplished at the Toll Plaza. Most GGT bus stops in San Francisco afford connections to Muni lines.

Various coordinated fare agreements exist between transit operators. Free local ride transfers are available between the Golden Gate Ferry and Muni. Golden Gate bus and ferry passengers transferring to AC Transit, Muni, and Samtrans are able to purchase a transbay ticket book sticker for continuing travel on these systems. GGT passengers can purchase BART tickets at several GGBHTD ticket-vending locations for continuing travel on BART.

In Marin County, timed transfer points within the GGT system are located at Donahue and Terner Streets in Marin City, Bridge and Center Streets in San Anselmo, Strawberry Shopping Center near Mill Valley, Marin County Civic Center in San Rafael, and SRTC, Third and Hetherton Streets. Connections between local and transbay basic bus routes are provided at these bus stops. Taxi service is available at Marin City and SRTC. SRTC is a regional transit TPL with connections to Greyhound, San Francisco and Oakland airport services, and the terminus of GGT Route 40 service to East Bay and BART. Transfers within the GGT system are free of charge.

In Contra Costa County, GGT Route 40 connects with AC Transit, Vallejo Transit, Westcat, and BART at the El Cerrito Del Norte BART station. AC Transit, Vallejo Transit, Westcat, and GGT accept each other's transfers as credit for continuing travel.

In Sonoma County, GGT connects with the local bus services of Petaluma Transit and Sonoma County Transit at the Fourth and C streets bus depot and with local Santa Rosa Transit, Mendocino Transit Authority, and Sonoma County Transit bus routes at the Santa Rosa Transit Mall. Additional connecting points between GGT and Sonoma County Transit are at Commerce Boulevard and Rohnert Park Expressway in Rohnert Park and at Sonoma Town Square. All these locations are regional transit TPLs. A monthly interoperator "Superpass" for unlimited travel between bus systems within Sonoma County is available. Also, under a January 1981 agreement, GGT accepts transfers from other fixed-route operators in Sonoma County for travel within Sonoma County at 10 cents off the regular GGT local fare. Local operators accept GGT local and intercounty transfers for reduced fare rides on their systems. Additionally, GGT connects with Greyhound at Sonoma Town Square and in Santa Rosa at Mill Street. GGT connects with Amtrak Thruway buses in Rohnert Park and Petaluma.

As part of the ongoing coordination of paratransit service with adjoining operators, GGBHTD's intercounty paratransit contractor provides continuing service or provides transfers for travel into the service areas of the following operators: Sonoma County Transit, Santa Rosa CityBus, Petaluma Transit, AC Transit, Samtrans, and Muni.

Major Facilities

The Golden Gate Ferry landing in downtown Sausalito has been in use since August 1970 under a lease agreement with City of Sausalito. It is an unsheltered passenger boarding facility without passenger ticketing. District recently completed improvements to waterside docking facilities while City of Sausalito recently completed a renovation of landside amenities. The landing facilities are shared with a private ferry operator that provides service to Fisherman's Wharf in San Francisco. Fee parking is available at a nearby lot operated by City of Sausalito. During commute hours, GGT feeder bus service is provided between the Sausalito ferry and a free park-and-ride lot at Manzanita, the junction of Highway 1 and U.S. Highway 101 near Mill Valley. Overnight docking is provided at a U.S. Army Corps of Engineers pier in Sausalito under a long-term lease.

LFT, located at the mouth of Corte Madera Creek and connected to the sea lanes of the San Francisco Bay by the two-mile-long Larkspur Channel, opened in December 1976. The terminal has extensive passenger amenities, free parking for 1,346 cars, and pick-up and drop-off areas for feeder buses, taxis, and automobiles. Four ferry berths are provided here for overnight docking of the Larkspur ferries. During operating hours, two are for passenger loading/unloading, one is a maintenance berth, and the other is a lay-up berth. The terminal is also the location of central operations, maintenance, and administration for the Golden Gate Ferry Division. Parking for 47 GGBHTD and employee vehicles is provided.

The San Francisco Ferry Terminal was opened in June 1978. The site is owned by the Port of San Francisco and leased by the District. Located behind the historic Ferry Building on the Embarcadero at the foot of Market Street, it provides full passenger amenities but no public parking and a limited maintenance facility. Two ferry berths are provided here. Feeder buses serve curbside bus stops on the Embarcadero. However, bus and pedestrian access is being modified and is currently impacted by City reconstruction of The Embarcadero and Port of San Francisco renovation of the Ferry Building.

GGT bus facilities are located at four sites within its 60-mile-long service corridor. The central facility for operations, maintenance, and administration is at 1011 Andersen Drive in San Rafael. This 10-acre site provides parking for 170 buses and 30 service and supervisor vehicles. It has one bus wash rack and a three-lane fuel island. The main maintenance area includes 14 enclosed bus maintenance bays, two non-revenue vehicle maintenance bays, a main shop, unit room, and parts room. A separate body and upholstery shop includes a two-bay vehicle painting area, trim shop, and a building maintenance area. The Bus Division administration building, a building housing District Division support staff, and a 250-car employee parking lot are also on site.

Satellite facilities for bus storage and servicing are provided in San Francisco, Novato, and Santa Rosa. GGBHTD leases property from Caltrans at Main and Folsom Streets in San Francisco to park about 130 buses on weekdays between the morning and evening peak periods. Space is also leased in a nearby building for a driver/dispatch facility. Bus storage in San Francisco is currently in transition as Caltrans is seeking commercial development of the Main and Folsom property and has terminated District lease. The Novato and Santa Rosa facilities each provide parking for 50 buses and have a driver/dispatch building, one wash rack, and an enclosed two-lane fuel island with service bays. A small enclosed passenger waiting area with full amenities is provided at Santa Rosa.

District Division administration and technical support staff are also housed at the Golden Gate Bridge administration building located west of the toll plaza in an area within the jurisdiction of the NPS, GGNRA.

C. Paul Bettini San Rafael Transit Center

SRTC in downtown San Rafael is the focal point of bus transit services in Marin County. Every 30 minutes ten GGT buses meet at this timed transfer point to interchange passengers riding locally within Marin County or traveling to San Francisco or Sonoma County. Connections to East Bay are available via Route 40 operating over the Richmond-San Rafael Bridge.

Park-and-Ride Lots

GGBHTD provides a 214-car park-and-ride lot at its Santa Rosa bus facility, a 108-car lot at its San Rafael bus facility and 1,346 park-and-ride spaces at LFT. Caltrans is the major provider of park-and-ride lots in the U.S. Highway 101 corridor through a State of California park-and-ride program managed by its Highway Operations Branch. A list of park-and-ride lots available to the general public at no cost is shown in Exhibit 1-9. Current capacity and level of usage are indicated. Also shown are planned lots. Those lots that are not publicly owned have been made available to the public through shared-use agreements arranged by Caltrans or local governments. All District and Caltrans park-and-ride lots have designated parking for persons with disabilities. District staff is attempting to secure additional public and private parking lots for shared transit commuter use. All lots are included in applicable District transit information materials.

Ridesharing Services

In recognition of the potential impacts of ridesharing on reducing traffic congestion on the Golden Gate Bridge, GGBHTD has taken an active role in encouraging carpooling and vanpooling.

In April 1976, GGBHTD initiated toll-free passage on the Golden Gate Bridge for vehicles with three or more occupants during the 6 to 10 a.m. peak commute traffic hours. The free carpool hours are currently 5 to 9 a.m. and 4 to 6 p.m. GGBHTD also supports Caltrans' HOV lanes on U.S. Highway 101 in Marin County and is a strong proponent of the completion of the HOV lanes through central San Rafael. HOV lanes have been in operation along U.S. Highway 101 from Richardson Bay to Greenbrae, about four miles, since the mid-70s. In 1986, additional HOV lanes were provided from Terra Linda to Marinwood, a distance of about three miles. HOV lanes between Marinwood and Highway 37 in Novato, about 3.3 miles, were opened by Caltrans in February 1991. The highest priority highway project in Marin County is the construction of HOV lanes in the three-mile gap between Greenbrae and Terra Linda through central San Rafael. The first phase of the project, a southbound only HOV lane, is scheduled to be constructed by Caltrans by 2002.

RIDES, a non-profit corporation, provides ridesharing assistance to the general public in the Bay Area including the North Bay through a contract with MTC.

Bicycle Access to Transit

GGBHTD encourages bicycle access to GGT buses and ferries by providing for bicycle storage on and in buses, at bus stops, on ferry vessels, and at ferry terminals. Instructions for bicyclists' use of storage facilities is provided in the Bus and Ferry Transit Guide. Rack locations at bus stops are also listed in the Guide. There are spaces available on the three Spaulding vessels and the M.V. Golden Gate for up to 25 bicycles and on the M.V. Del Norte for 15 bicycles. There are racks and lockers at LFT for 21 bicycles. SRTC has racks for 20 bicycles and 43 other bus stops have racks provided by District. Of 270 GGT buses, 238 will have front-mounted bicycle racks. Bicycles are also allowed inside buses on Route 40, a maximum of two in the wheelchair securement area if unoccupied.

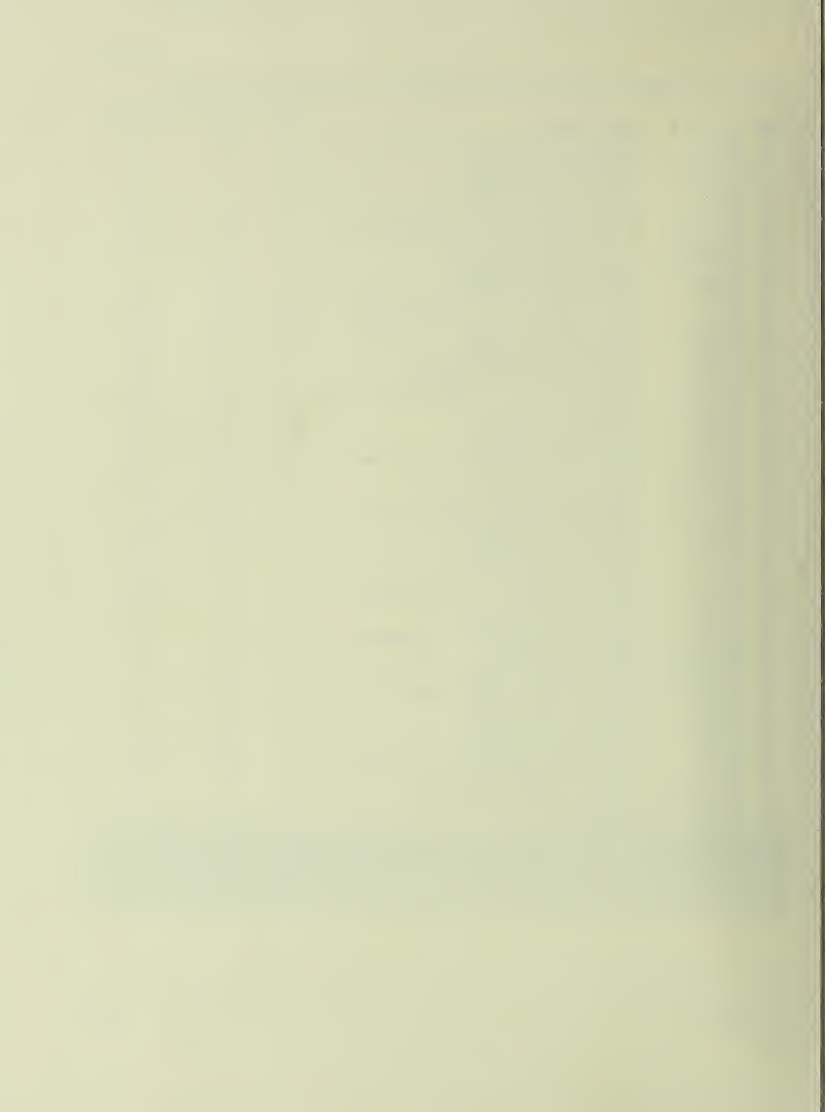
GOLDEN GATE TRANSIT BUS FLEET ROSTER - EFFECTIVE JANUARY 1999

NUMBER	INACTIVE	LEASED	COACH NOS.	MANUFACT.	MODEL	RECEIVED	SEATS	LENGTH	WIDTH	HEIGHT	WEIGHT	TURNING RADIUS	#WHLCHRS
18	10	0	1017-1067	GMC	RTS-04	3/83	41	40 FT.	102 IN.	119 IN.	28,000#	44 FT.	TWO
4	0	0	501 - 504	GILLIG	30/98TB/V92	2/86	26	30 FT.	96 IN.	120 IN.	24,330#	33 FT.	TWO
21	0	9	401 - 421	MCI	102A3	7/87	45	40 FT.	102 IN.	136 IN.	30,340#	43FT.7IN	ONE
80	0	0	1101-1180	TMC	T80206	1/90	39	40 FT.	102 IN.	119 IN.	28,500#	44 FT.	TWO
83	0	0	1181-1243	TMC	T80206S	9/91	40	40 FT.	102 IN.	119 IN.	28,500#	44 FT.	ONE
41	1	0	1401-1441	FLXIBLE	40102-4T	9/94	45	40 FT.	102 IN.	132 IN.	29,500#	43FT.10IN	TWO
32	0	0	601 - 630	MCI	102DL3	12/96	57	45 FT.	102 IN.	137 IN.	36,500#	50FT.6IN	ONE
30	0	0	1301 - 1330	NOVA	T80206	2/98	43	40 FT.	102 IN.	119 IN.	28,500#	44FT.3IN	TWO

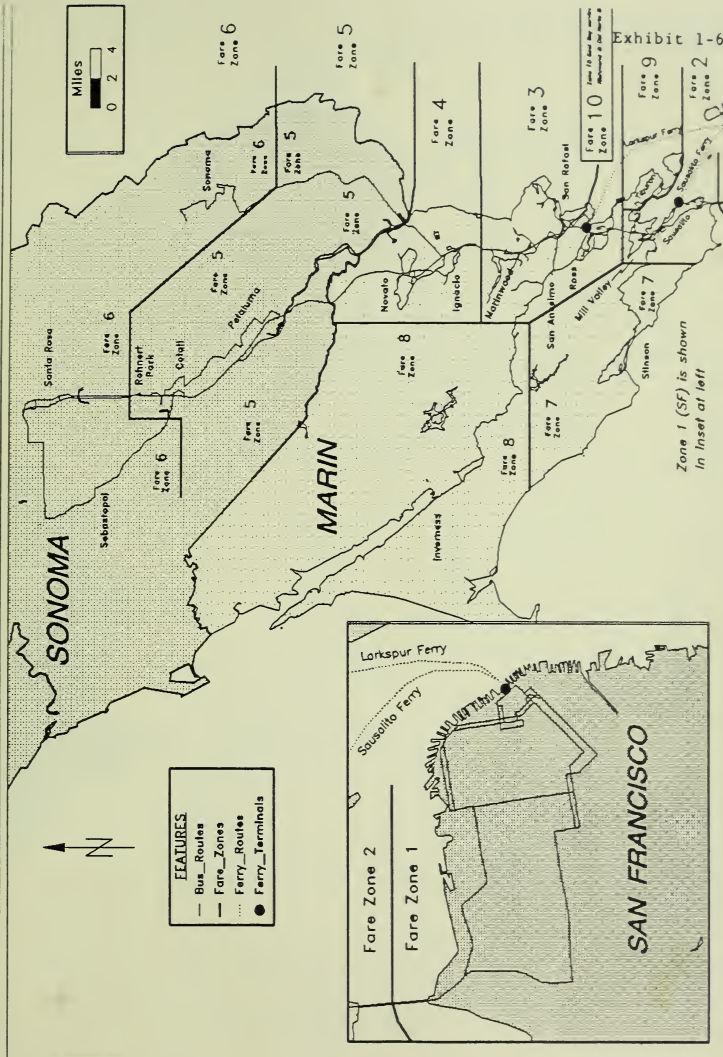
TOTAL	INACTIVE	LEASED	IN GGT	IN PEAK GGT IN BASE	GGT	SPARES	PEAK
289	11	9	289	221	47	0 217	TO BASE
BUSES	BUSES	BUSES	SERVICE	SERVICE	SERVICE	RATIO	RATIO
							4.70

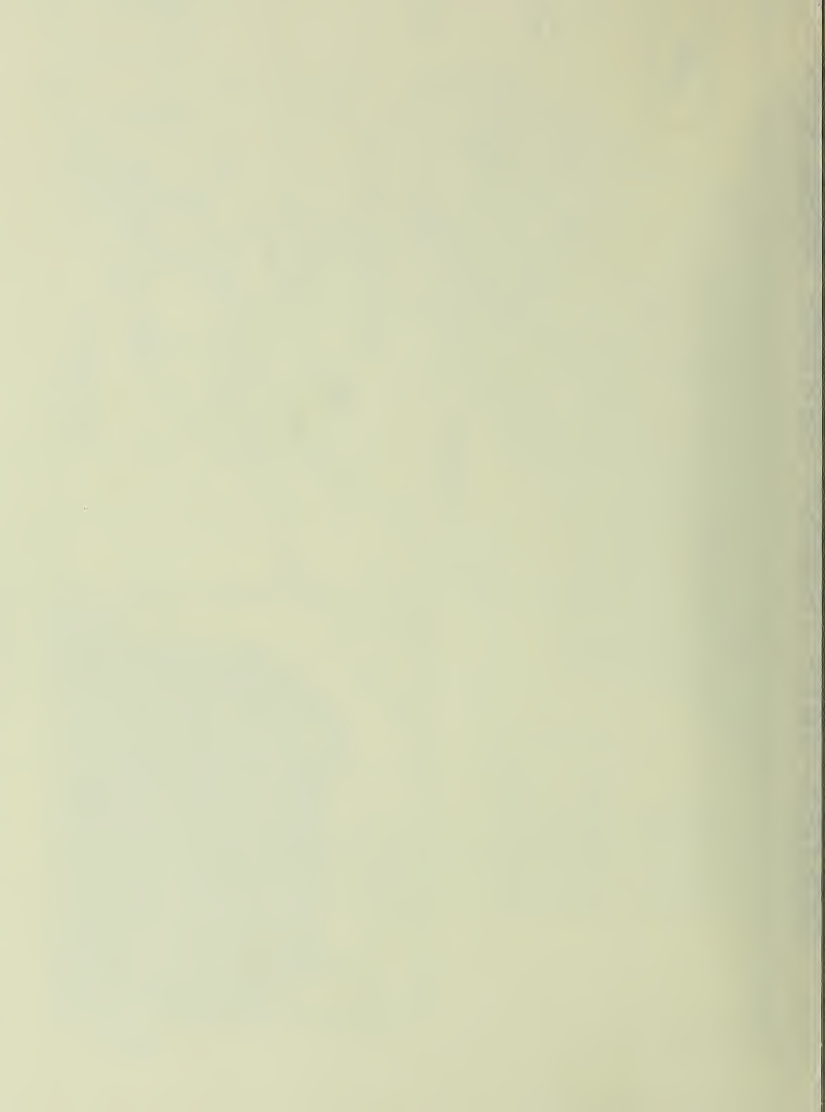
GOLDEN GATE TRANSIT BUS ROUTES HOURS OF OPERATION AND SERVICE FREQUENCY, EFFECTIVE NOVEMBER 1998

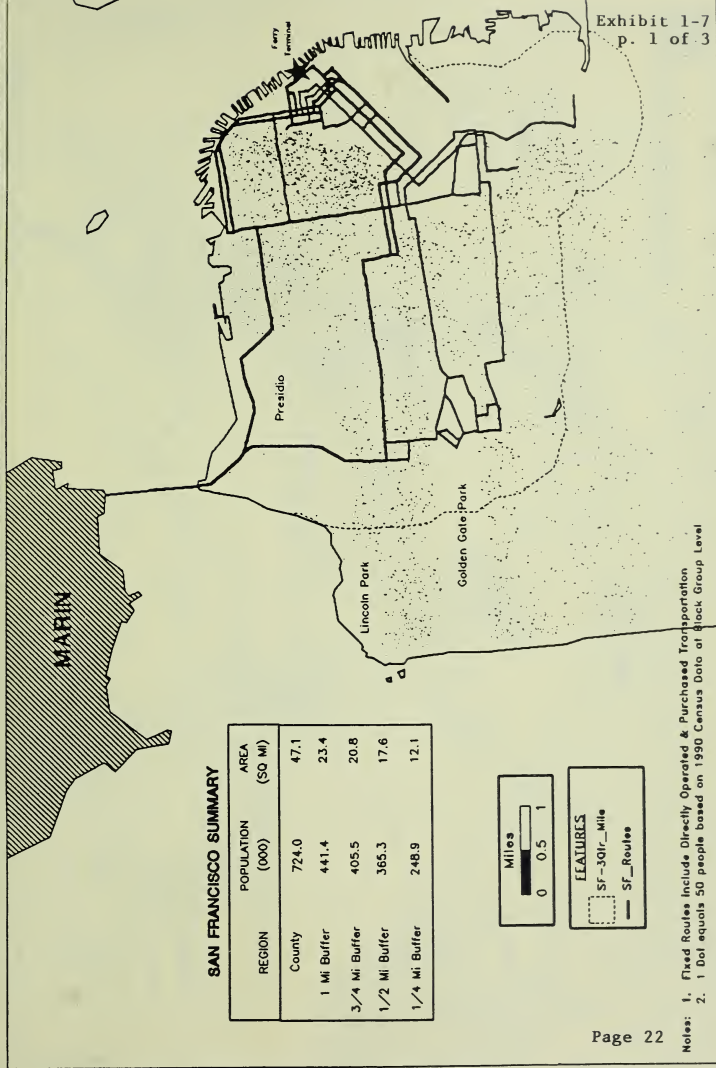
ROUTE	SERVICE TYPE	HOURS OF OPERATION	SERVICE FREQUENCY (bus trips per day)		
			WEEKDAY	SATURDAY	SUNDAY/HOLIDAY
1	LOCAL	6:00AM - 6:15PM Weekdays, 8:15AM - 5:15PM Saturdays	49	20	0
2	COMMUTE	6:30-8:00AM and 4:15-5:00PM Weekdays	15	0	0
3	FERRY FEEDER	6:45 and 8:00AM AND 5:00PM Weekdays	3	0	0
4	COMMUTE	5:30-9:00AM and 3:15-4:45PM Weekdays	52	0	0
5	FERRY FEEDER	6:45 and 7:45AM and 6:00PM Weekdays	3	0	0
7	LOCAL	7:30 and 7:45AM and 3:00PM Weekdays/Schooldays	4	0	0
8	COMMUTE	6:30-8:30AM and 4:45-5:45PM Weekdays	12	0	0
9	FERRY FEEDER	5:30-8:15AM and 4:45-6:30PM Weekdays	7	0	0
10	BASIC	5:00AM - 12:00AM Weekdays, 5:45AM - 12:00AM Weekend/Holidays	72	38	38
11	FERRY FEEDER	5:30 and 7:30AM and 5:45, 6:45, and 7:45PM Weekdays	6	0	0
13	FERRY FEEDER	5:45-8:15AM and 5:00-7:30PM Weekdays	17	0	0
15	FERRY FEEDER	7:00 and 7:30AM and 5:45-7:30PM Weekdays	6	0	0
17	LOCAL	8:10 and 2:00 - 3:15PM Weekdays/Schooldays	4	0	0
18	COMMUTE	6:00-8:30AM and 3:30-6:30PM Weekdays	28	0	0
19	FERRY FEEDER	5:30-8:00AM and 5:00-7:30PM Weekdays	10	0	0
20	BASIC	4:45AM - 2:30AM Weekdays, 5:00AM - 2:30AM Weekend/Holidays	78	72	72
21	LOCAL	7:50AM - 6:30PM Weekdays	35	0	0
23	LOCAL	6:36AM - 1:10AM Weekdays, 7:08AM - 1:08AM Weekend/Holidays	82	66	66
24	COMMUTE	4:44-9:48AM and 3:05-7:53PM Weekdays	47	0	0
25	FERRY FEEDER	5:26-8:10AM and 5:05-7:51PM Weekdays	12	0	0
26	COMMUTE	4:46-9:23AM and 3:35-7:35PM Weekdays	17	0	0
27	LOCAL	7:11-8:39AM and 3:05-4:10PM Weekdays/Schooldays	13	0	0
28	COMMUTE	6:47 and 7:12AM and 4:51 and 5:21PM Weekdays	4	0	0
29	FERRY FEEDER	7:30AM-9:40PM Weekdays, 9:18AM-7:40PM Weekend/Holidays	27	10	10
30	BASIC	8:18AM - 5:05PM Weekdays	18	0	0
31	FERRY FEEDER	6:49 and 7:36AM and 6:10-7:13PM Weekdays	5	0	0
32	COMMUTE	6:15-8:55AM and 4:17-6:59PM Weekdays	6	0	0
33	LOCAL	3:21-4:09PM Weekday/Schooldays	2	0	0
34	COMMUTE	5:46-8:26AM and 4:43-7:07PM Weekdays	0	7	0
35	LOCAL	6:00AM - 7:13PM Weekdays, 7:05AM - 6:13PM Weekend/Holidays	48	43	42
37	FERRY FEEDER	6:34 and 6:45AM and 6:35 and 6:50PM Weekdays	4	0	0
38	COMMUTE	5:42-9:23AM and 3:20-7:27PM Weekdays	19	0	0
39	LOCAL	3:20PM Weekdays/Schooldays	1	0	0
40	BASIC	5:25AM - 8:15PM Weekdays, 6:52AM - 7:45PM Weekend/Holidays	57	18	18
41	FERRY FEEDER	6:17 and 6:47AM and 5:40-8:11PM Weekdays	6	0	0
43	LOCAL	3:21AM and 3:35PM Weekdays/Schooldays	2	0	0
44	COMMUTE	5:50-8:58AM and 4:13-7:05PM Weekdays	9	0	0
45	LOCAL	6:54 and 7:11AM and 2:25-3:56PM Weekdays/Schooldays	5	0	0
47	LOCAL	6:38AM and 3:10PM Weekdays/Schooldays	2	0	0
48	COMMUTE	6:00-8:23AM and 4:42-6:41PM Weekdays	6	0	0
49	LOCAL	9:54AM - 11:44AM Mondays	2	0	0
50	BASIC	4:07AM - 1:03AM Weekdays, 5:31AM - 1:07AM Weekend/Holidays	63	35	35
51	FERRY FEEDER	6:11AM and 6:10PM Weekdays	2	0	0
54	COMMUTE	4:51-9:06AM and 2:35-7:55PM Weekdays	37	0	0
56	COMMUTE	5:10-8:52AM and 3:45-7:28PM Weekdays	17	0	0
60	BASIC	4:37AM - 8:45PM Weekdays, 4:50AM - 7:46PM Weekend/Holidays	9	6	4
63	RECREATIONAL	8:38AM - 6:59PM Weekend/Holidays	0	16	16
65	RECREATIONAL	9:02AM - 6:38PM Weekend/Holidays	0	4	4
67	FERRY FEEDER	7:55-9:05AM and 4:50-5:36PM Weekdays	8	0	0
69	FERRY FEEDER	7:55-9:04AM and 4:08-5:15PM Weekdays	9	0	0
70	BASIC	6:44AM - 9:44PM Weekdays, 7:50AM - 9:43PM Weekend/Holidays	23	15	11
71	COMMUTE	5:05-8:31AM and 3:17-6:26PM Weekdays	7	0	0
72	COMMUTE	4:09-8:43AM and 3:05-7:39PM Weekdays	24	0	0
74	COMMUTE	4:20-11:34AM and 2:08-8:28PM Weekdays	31	0	0
75	COMMUTE	5:18-8:39AM and 2:48-6:48PM Weekdays	8	0	0
76	COMMUTE	4:46-8:43AM and 3:05-8:20PM Weekdays	26	0	0
78	COMMUTE	4:25-8:28AM and 4:17-7:16PM Weekdays	7	0	0
80	BASIC	24 Hours: Start 4:01AM Weekdays, Start 3:58AM Weekend/Holidays	58	54	50
90	BASIC	6:10-11:48AM & 5:23-8:26PM Weekdays	5	0	0
91	BASIC SHUTTLE	6:00PM - 6:25PM Weekdays, 6:15PM Weekend/Holidays	3	1	1
93	COMMUTE SHUT	7:07-8:19AM and 4:51PM Weekdays	10	0	0
97	COMMUTE	5:30AM Weekdays	1	0	0
SUBTOTALS					
	LOCAL		248	129	108
	BASIC		386	239	229
	COMMUTE		390	0	0
	FERRY FEEDER		125	10	10
	RECREATIONAL		0	20	20
TOTAL					
	ALL BUS ROUTES		1149	398	367



GOLDEN GATE TRANSIT SERVICE AREA MAP



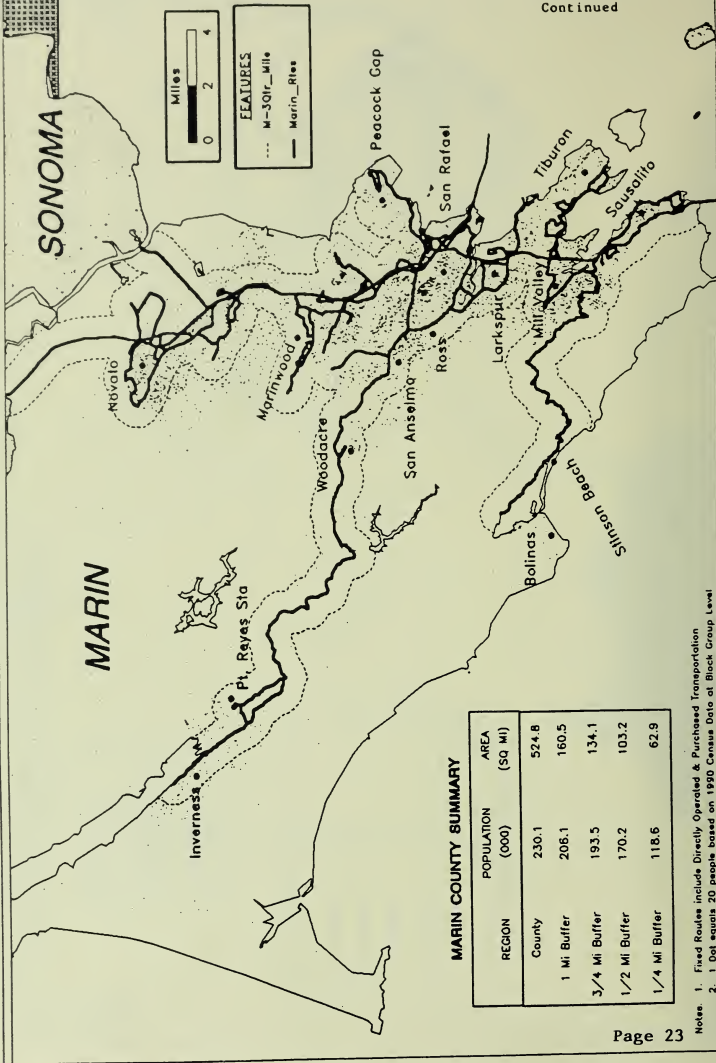




GOLDEN GATE TRANSIT

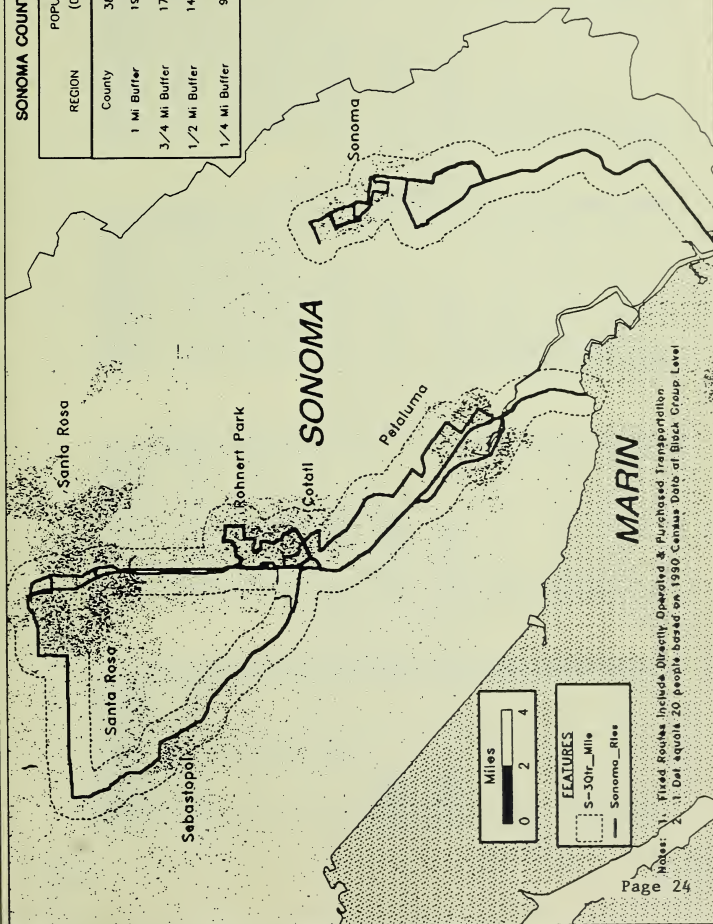
Bus Transit Fixed Routes - Proximate Service Area and Population

Exhibit 1-7
Continued



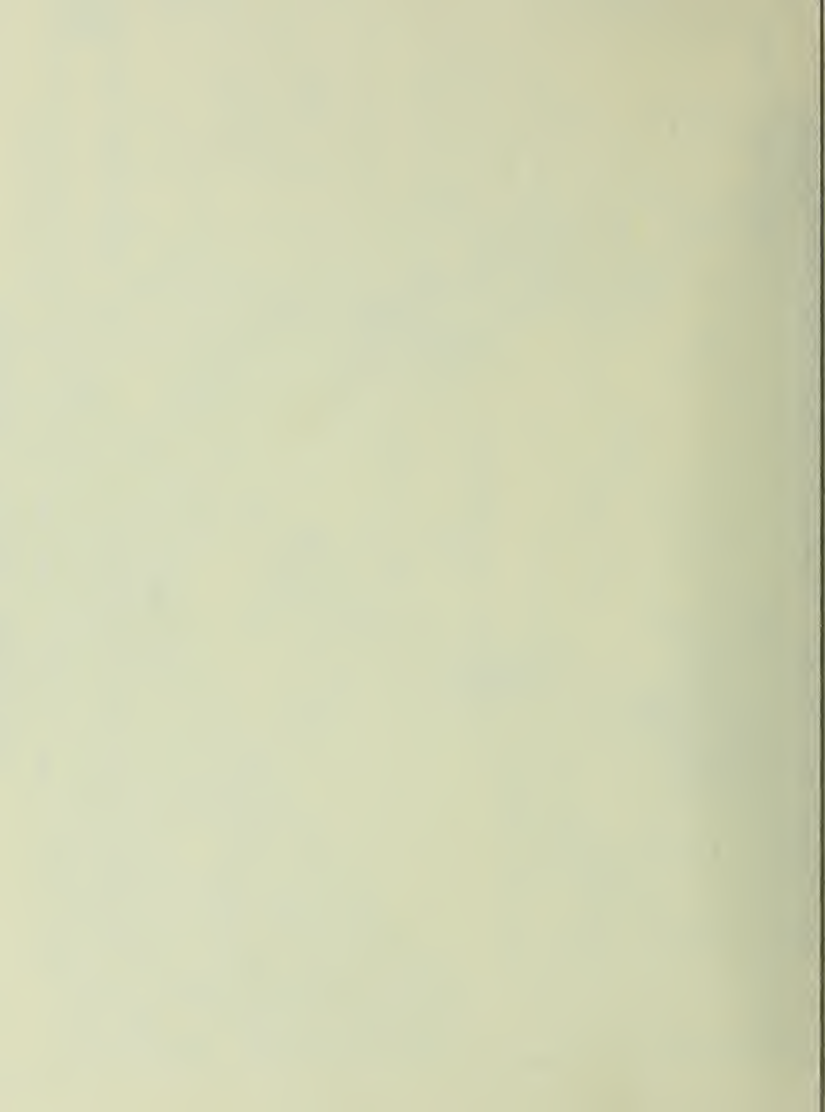
Bus Transit Fixed Routes - Proximate Service Area and Population

SONOMA COUNTY SUMMARY			
REGION	POPULATION (000)	AREA (SQ MI)	
County	388.2	1,575.7	
1 Mi Buffer	195.6	142.6	
3/4 Mi Buffer	173.1	112.8	
1/2 Mi Buffer	142.9	82.3	
1/4 Mi Buffer	92.9	45.3	



Notes: 1. Fixed Routes include Directly Operated & Purchased Transporation
2. 1 Del equals 20 people based on 1990 Census Data of Block Group Level

MARIN



BUS AND FERRY FARES - EFFECTIVE THROUGH JUNE 30, 1999

Exhibit 1-8

Page 1 of 2

FY 1999 ADULT CASH FARE

	1	2	3	4	5	6	7	8	9	10
1	\$2.00									
2	\$2.20	\$1.65								
3	\$2.75	\$1.65	\$1.65							
4	\$3.30	\$1.65	\$1.65	\$1.65						
5	\$4.70	\$3.30	\$2.75	\$2.20	\$2.00					
6	\$5.30	\$3.85	\$3.30	\$2.75	\$2.00	\$2.00				
7	\$3.85	\$3.30	\$3.30	\$3.30	\$4.70	\$5.30	\$1.65			
8	\$4.40	\$3.30	\$3.30	\$3.30	\$4.10	\$4.70	\$3.30	\$1.65		
9	\$2.75	\$1.65	\$1.65	\$1.65	\$4.10	\$4.70	\$3.30	\$3.30	\$1.65	
10	\$4.40	\$2.75	\$2.20	\$2.75	\$4.10	\$4.70	\$4.40	\$3.85	\$3.30	\$1.40

Ferry: Sausalito (all days), Larkspur (Sat/Sun/Holiday)

Weekday Larkspur fare is Zone 3-1

FY 1999 SENIOR/DISABLED FARE

	1	2	3	4	5	6	7	8	9	10
1	\$1.00									
2	\$1.10	\$0.80								
3	\$1.35	\$0.80	\$0.80							
4	\$1.65	\$0.80	\$0.80	\$0.80						
5	\$2.35	\$1.65	\$1.35	\$1.10	\$1.00					
6	\$2.65	\$1.90	\$1.65	\$1.35	\$1.00	\$1.00				
7	\$1.90	\$1.65	\$1.65	\$1.65	\$2.35	\$2.65	\$0.80			
8	\$2.20	\$1.65	\$1.65	\$1.65	\$2.05	\$2.35	\$1.65	\$0.80		
9	\$1.35	\$0.80	\$0.80	\$0.80	\$2.05	\$2.35	\$1.65	\$1.65	\$0.80	
10	\$2.20	\$1.35	\$1.10	\$1.35	\$2.05	\$2.35	\$2.20	\$1.90	\$1.65	\$0.70

Ferry: Sausalito (all days), Larkspur (Sat/Sun/Holiday)

Weekday Larkspur fare is Zone 3-1

FY 1999 YOUTH FARE

	1	2	3	4	5	6	7	8	9	10
1	\$1.50									
2	\$1.65	*								
3	\$2.05	*	*							
4	\$2.50	*	*	*						
5	\$3.55	\$2.50	\$2.05	\$1.65	\$1.50					
6	\$4.00	\$2.90	\$2.50	\$2.05	\$1.50	\$1.50				
7	\$2.90	**	**	**	\$3.55	\$4.00	*			
8	\$3.30	**	**	**	\$3.10	\$3.55	**	*		
9	\$2.05	*	*	*	\$3.10	\$3.55	**	**	*	
10	\$3.30	\$2.05	\$1.65	\$2.05	\$3.10	\$3.55	\$3.30	\$2.90	\$2.50	\$1.05

Ferry: Sausalito (all days), Larkspur (Sat/Sun/Holiday)

Weekday Larkspur fare is Zone 3-1

FY 1999 PARATRANSIT FARE

	1	2	3	4	5	6	7	8	9	10
1										
2	\$4.20									
3	\$5.25									
4	\$6.30									
5	\$8.70	\$6.30	\$5.25	\$4.20						
6	\$9.80	\$7.35	\$6.30	\$5.25						
7	\$7.35				\$8.70	\$9.80				
8	\$8.40				\$7.60	\$8.70				
9	\$5.25				\$7.60	\$8.70			\$1.25	
10	\$8.40	\$5.25	\$4.20	\$5.25	\$7.60	\$8.70	\$8.40	\$7.35	\$3.00	\$1.25

RIDE VALUE TICKET PRICES

RIDE VALUE	20-TICKET BOOK PRICE	COST PER TICKET	APPLICABLE ZONES OF TRAVEL
\$2.20	\$35.20	\$1.76	Sausalito Ferry; 2-1, 5-4, 10-3
2.75	44.00	2.20	Larkspur Ferry; 6-4, 3-1, 10-4, 5-3, 10-2, 9-1
3.30	52.80	2.64	4-1, 10-9, 7-1
3.85	61.60	3.08	6-2, 10-8, 7-1
4.10	65.60	3.28	9-5, 8-5, 10-5
4.40	70.40	3.52	10-7, 10-1, 8-1
4.70	75.20	3.76	5-1, 8-6, 9-6, 10-6, 7-5
5.30	84.80	4.24	7-6, 6-1

PARK-AND-RIDE LOTS IN THE GGT SERVICE AREA

Exhibit 1-9

LOCATION	OPERATOR	SPACES	CARS	GGT ROUTES SERVING LOTS
Marin County				
US 101/Spencer Ave, Sausalito	Caltrans	47	149	4, 8, 18, 20, 28, 30, 60, 70, 80
US 101/Shoreline Hwy, Mill Valley	Caltrans	298	387	3, 4, 10, 30, 43, 63
US 101/Seminary Drive, Mill Valley	Caltrans	71	159	5, 8, 18, 20, 24, 28, 30, 50, 60, 70, 80
Redwood Ave/Montecito Drive, Corte Madera	Corte Madera	48	30	15, 18, 20
S Francis Drake/La Cuesta Drive, Larkspur	Bon Air Center	71	64	1, 19, 24
S Francis Drake/Drakes Landing, Larkspur	CSAA	50	50	1, 19, 24
Larkspur Ferry Terminal, Larkspur	GGBHTD	1,346	1,416	GG Ferry and 13 GGT routes
GGT on Andersen Drive, San Rafael	GGBHTD	108	68	1, 20, 28, 30, 71, 75
US 101/3rd-Mission streets, San Rafael	Caltrans	157	223	21 GGT routes
US 101/Lincoln Avenue, San Rafael	Caltrans	47	17	1, 34, 37, 50
US 101/Smith Ranch Road, San Rafael	Caltrans	212	62	44, 48, 50, 51, 54, 70, 80, 90
US 101/Alameda del Prado, Novato	Caltrans	106	134	1, 48, 50, 51, 54, 70, 75, 80, 90
US 101/Rowland Blvd., Novato	Caltrans	248	145	56, 70, 80
US 101/Atherton Avenue, Novato	Caltrans	63	57	56, 71
Hwy 37/Atherton Avenue, Novato	Caltrans	30	19	90
Subtotal for Marin County		2,902	2,980	(102.7% spaces occupied)
Sonoma County				
US 101/S Petaluma Blvd, Petaluma	Caltrans	40	33	74, 80
US 101/Lakeville Highway, Petaluma	Caltrans	133	90	76
US 101/E Washington Avenue, Petaluma	Son/Marin Fair	150	132	71, 75
N Petaluma Blvd./Gossage Ave, Petaluma	Sonoma County	22	37	74, 80
Old Redwood Hwy/Main Street, Penngrove	Sonoma County	24	16	76
Old Redwood Hwy/St Joseph Way, Cotati	Caltrans	186	89	71, 75, 78, 80
US 101/Rohnert Park Expwy, Rohnert Pk	Caltrans	150	153	71, 72, 74, 75, 76, 80
Roberts Lake Rd, Golf Course Dr, Rohnert Pk	Rohnert Park	170	237	71, 72, 74, 75
Hwy 12/Brookwood Avenue, Santa Rosa	Caltrans	216	133	71, 72, 75
Piner Rd/Industrial Way, Santa Rosa	GGBHTD	214	137	71, 72, 74, 75, 78, 80
Burnett St/S Main Street, Sebastopol	Sebastopol	38	27	78
Hwy 116/Hwy 121, Schellville	Caltrans	47	48	90
Subtotal for Sonoma County		1,390	1,132	(81.4% spaces occupied)
Grand Total of Park-and-Ride Lots		7,194	7,092	(98.6% spaces occupied)

PLANNED PARK-AND-RIDE LOTS IN THE GGT SERVICE AREA

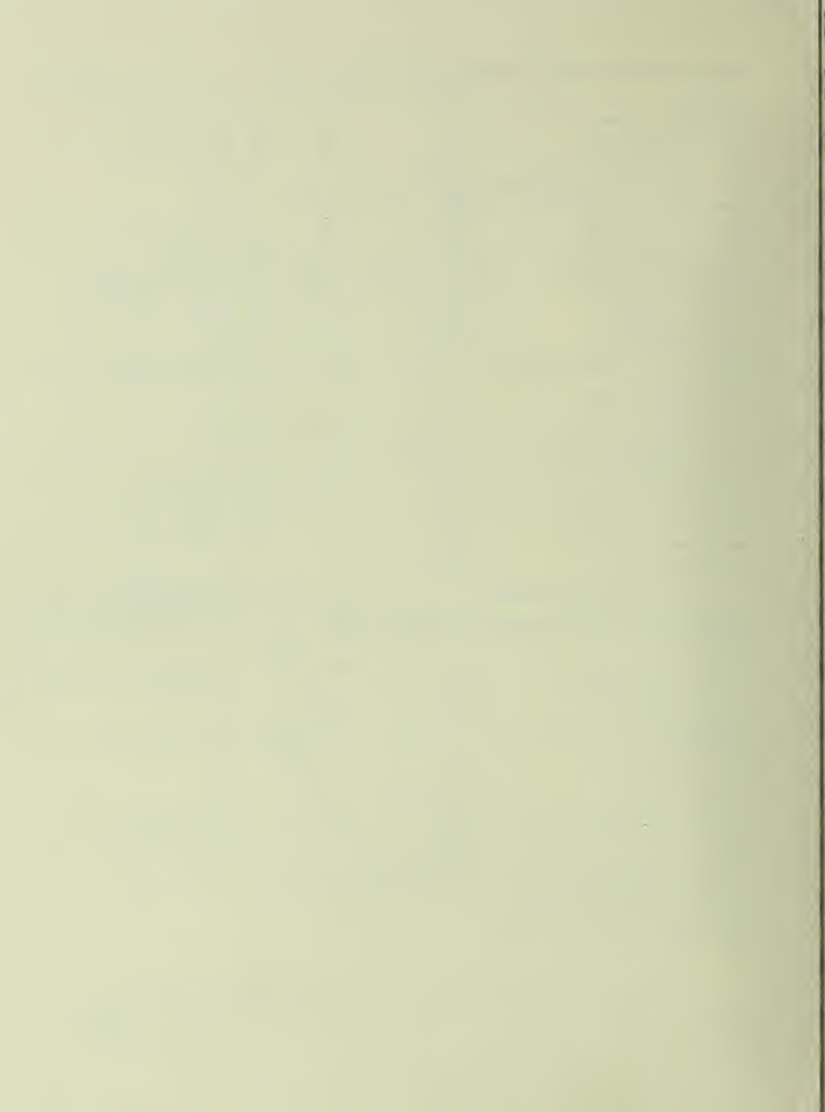
			STATUS	
Marin County				
US 101/Shoreline Hwy, Mill Valley	Caltrans	300-400	A, C	3, 4, 10, 30, 43, 63
US 101/Seminary Drive, Mill Valley	Caltrans	12	A, C	5, 8, 18, 20, 24, 28, 30, 50, 60, 70, 80
US 101/Mission Street, San Rafael	Caltrans	30	A, C	21 GGT routes
I-580/Main Street, San Rafael	Caltrans	N/A	D	40
Sir Francis Drake Blvd/Olema Rd, Fairfax	Marin County	37	C	19, 23, 24, 65
Sonoma County			STATUS	
US 101/Lakeville Hwy, Petaluma	Caltrans	36	A, C	76
US 101/S Petaluma Blvd, Petaluma	Caltrans	40	A, D	74, 80
US 101/Highway 116, Cotati	Sonoma Co./Cotati	70	B	78
East Cotati Avenue/NWP, Cotati	Sonoma County	N/A	E	76
US 101/Rohnert Park Expwy, Rohnert Park	Caltrans	248	A, C	71, 72, 74, 75, 76, 80

STATUS

- A = Addition to existing park-and-ride lot.
 B = Construction to begin within next 12 months.
 C = Construction to begin within next 18 to 24 months.
 D = Project currently inactive due to lack of funding.
 E = Currently under review pending funding commitments.
 N/A = Not available.

SOURCES

- Capacity from Caltrans District 4 "State-Owned Park-and-Ride Lot Usage Report"
 or GGBHTD staff surveys.
 Utilization from March 1999 GGBHTD staff surveys.



SECTION 4. LOCAL TRANSIT SERVICES

Marin County

Local public transit service in Marin County is the responsibility of MCTD. GGBHTD has provided GGT fixed-route local bus services within Marin County since 1972 under various funding agreements with County of Marin. MCTD contracts with MSCC and Volunteer Center of Marin for demand-responsive paratransit services. GGBHTD includes Marin County's transit services in its planning and compliance reporting documents.

The FY 1998/99 agreement between GGBHTD and County of Marin is for a fixed level of local bus service on GGT Routes 1, 7, 21, 23, 27, 33, 35, 39, 43, 45, 47 and 49 at a cost of \$1.686 million. GGBHTD collects and keeps all fare revenues from buses assigned to those routes and receives 5 percent of Marin County's state TDA sales tax allocation to fully reimburse GGBHTD for the provision of the local bus services. Since these bus services are provided primarily during off-peak hours, the cost of the local bus services is determined by a fully allocated, "marginal cost" methodology described in **Exhibit 1-10**. In addition, GGBHTD receives the remaining 95 percent of Marin County TDA allocation for transporting local and intercounty riders on its transbay basic, commute, and ferry-feeder bus routes to, from, or within Marin County. Costs for these services are determined using the cost allocation methodology described in **Exhibit 1-11**.

In September 1997, local fares were increased by \$0.25 to \$1.50. For FY 1999/2000, MCTD may be adjusting bus service to match available funding. Service adjustments under consideration for the fixed-route transit services provided by GGBHTD are:

1. Combine Route 1 and 21 into a single route with expanded service hours.
2. Realign Route 23 bus service to serve Sir Francis Drake Boulevard between San Anselmo and Larkspur ferry terminal.
3. Extend Route 35 to serve Dominican and Santa Venetia.

In addition, Marin County is proposing to comprehensively address countywide public transit needs by preparing a Marin Countywide Inter-modal Bus Transit Master Plan in 1999/2000.

Private fixed-route public transit operators in Marin County include Greyhound, Marin Airporter, and Santa Rosa Airporter.

Sonoma County

GGT provides regional (intercounty) fixed-route bus service on Routes 71, 72, 74, 75, 76, 78, 80, and 90 in Sonoma County under agreement relative to a coordinated claim for Sonoma County TDA funds. The agreement, effective through FY 1998/99, provides for subsidization

of local and intercounty passengers on GGT by allocating 25 percent of the total Sonoma County TDA funds to GGBHTD. A special agreement for additional TDA funds between GGBHTD, County of Sonoma, and City of Sonoma supports the Route 90 service.

For FY 1999/2000, Sonoma County and its cities will continue the level of TDA funding for GGT regional services. Local funding of Sonoma Valley/San Francisco Route 90 is also proposed to be continued.

Since GGT bus services provided in Sonoma County are all of a regional nature and overlap into peak service hours, a fully allocated "average-cost" methodology described in **Exhibit 1-11** is used to determine the cost of Sonoma County bus services and their required subsidy. This cost methodology was developed by GGBHTD staff in 1973 and revised by the Harvey M. Rose Accountancy Corporation in 1980. It designates each cost element of the GGT bus budget as time dependent, mileage dependent, or both time and mileage dependent, and converts the costs into composite rates to allocate these costs to the individual bus routes which are operated. Two types of cost rates are devised to reflect the peaked versus constant nature of certain bus operating costs. Bus routes are categorized as either commute or non-commute for this purpose.

Other fixed-route public transit services within the GGT service area are provided by Amtrak Thruway bus service and the cities of Petaluma and Santa Rosa, Mendocino Transit Authority, and Sonoma County Transit. Private transit services are provided by Greyhound, Santa Rosa Airporter, Airport Express, and Sonoma Airporter. There are about 17 paratransit providers in Sonoma County. They are described in Paratransit Guide by the Sonoma County Paratransit Coordinating Committee. Further information on Sonoma County transit operators can be found in the Sonoma County Five-Year Public Transportation Plan produced annually for the Sonoma County Transportation Authority.

**METHOD OF DETERMINING COST OF MARIN LOCAL BUS SERVICES FOR FY 1999/2000
BASED ON 3/25/99 OPERATING BUDGET**

Does not include adjustments for proposed changes to bus services effective June 13, 1999.

MILEAGE DEPENDENT EXPENSES	BUDGETED EXPENSES	
OPERATIONS		
DIESEL FUEL	\$1,460,000	
FUEL TAXES	\$130,000	
COACH TIRES	\$394,000	
MAINTENANCE		
PARTS	\$1,110,000	
SUPPLIES	\$470,000	
LUBRICANTS	\$60,000	
MAINTENANCE SERVICES	\$150,000	
PROFESSIONAL SERVICES	\$37,000	
HAZARDOUS WASTE TAXES	\$33,000	
MECHANICS WAGES	\$3,864,000	
MECHANICS FRINGES & COMP.	\$1,340,000	
ADMINISTRATION		
INSURANCE	\$1,348,000	
TOTAL	\$10,396,000	
DRIVER EXPENSES		
DRIVERS WAGES	\$17,030,000	
DRIVERS FRINGES & COMP.	\$8,407,000	
TOTAL	\$25,437,000	
OTHER EXPENSES		
TOTAL BUS EXPENSE	\$50,148,600	(excluding depreciation)
LESS MILEAGE EXPENSES	\$10,396,000	
LESS DRIVERS EXPENSES	\$25,437,000	
OTHER EXPENSE	\$14,315,600	
COST RATES CALCULATION		
MILEAGE RATE	= MILEAGE EXPENSES / TOTAL VEHICLE MILES	
=	\$10,396,000	DIVIDED BY 9,543,000 MILES
=	\$1.0894	PER TOTAL VEHICLE MILE
DRIVER RATE	= DRIVERS EXPENSES / (# FULL TIME + 1/2 # PT DRIVERS)	
=	\$25,437,000	DIVIDED BY 366.5 DRIVERS
=	\$69,405	PER DEDICATED BUS DRIVER
BUS RATE	= OTHER EXPENSES / PEAK COACH REQUIREMENT	
	\$14,315,600	DIVIDED BY 221 PEAK AM PULLOUTS
	\$64,776	PER PEAK PERIOD BUS

FY1999/2000 MARIN LOCAL BUS SERVICE COST CALCULATION

SERVICE LEVELS AND RESOURCES REQUIRED (Based on March 1999 Timetables)

WEEKDAY SCHOOL DAY

Route #	Mileage	# Drivers	# AM Peak Buses
1	1,111.0	3.5	5
7	88.0	0	0
21	403.0	0	0
23	635.7	1.5	0
27	48.9	0	0
33	15.0	0	0
35	205.7	0	0
39	13.0	0	0
43	27.0	0	0
45	57.0	0	0
47	72.8	0	0
49	11.8	0	0
TOTAL	2,688.9	5.0	5.0

WEEKDAY SCHOOL HOLIDAY

Route #	Mileage	# Drivers	# Peak Buses
1	1,099.0	3.5	5
21	403.0	0	0
23	573.0	1.5	0
35	205.7	0	0
47	72.8	0	0
49	11.8	0	0
TOTAL	2,365.3	5	5

SATURDAY

Route #	Mileage	# Drivers	# Peak Buses
1	318	0.4	0
23	245	0.6	0
35	125	0.4	0
TOTAL	688	1.4	0

SUNDAY/HOLIDAY

Route #	Mileage	# Drivers	# Peak Buses
23	245	0.6	0
35	122	0.4	0
TOTAL	367	1	0

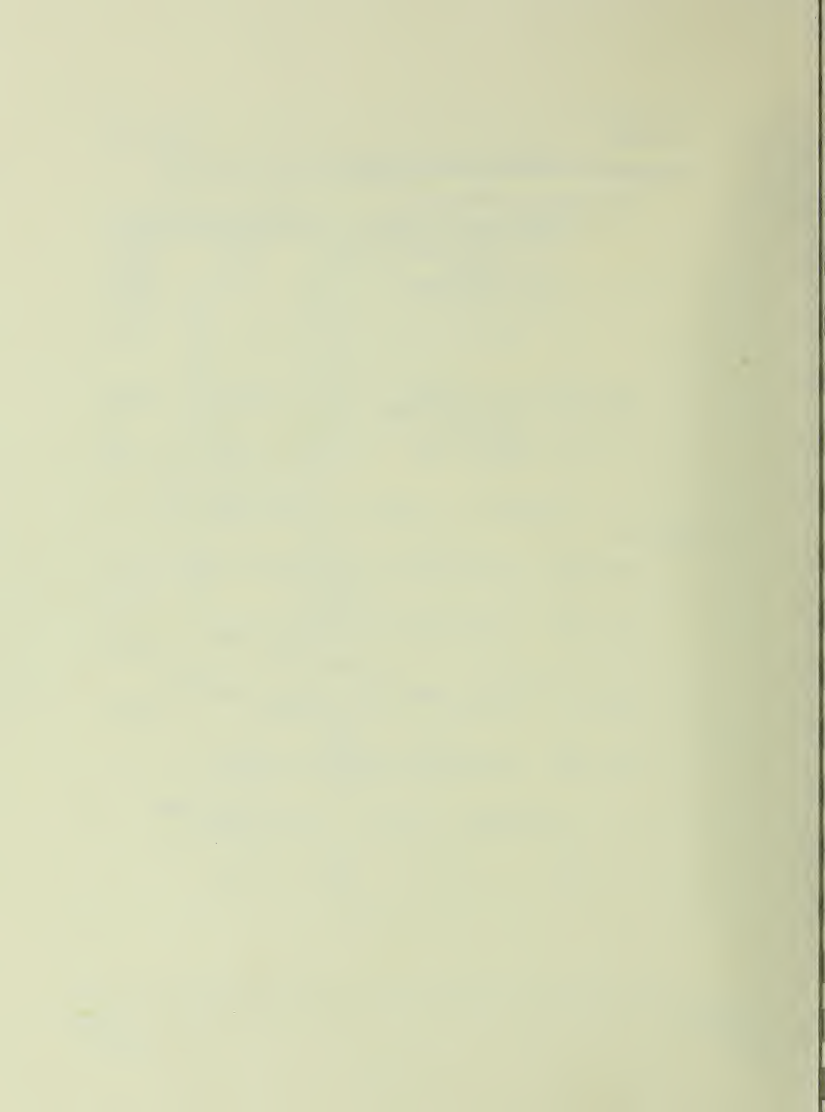
FY2000 MARIN LOCAL BUS SERVICE COST CALCULATION

TOTAL ANNUAL LOCAL SERVICE MILES			DAILY MILES	ANNUAL MILES
# DAYS				
180	WEEKDAY SCHOOLDAY		2,688.9	484,000.4
75	WEEKDAY SCHOOL HOLIDAY		2,365.3	177,397.5
50	SATURDAY		688.0	34,400.0
61	SUNDAY/HOLIDAY		367.0	22,387.0
366	SUB-TOTAL			718,185
TOTAL				718,185

TOTAL ANNUAL DRIVERS AND BUSES		DRIVERS	BUSES
	WEEKDAY (MAXIMUM)	5	5
	SATURDAY	1.4	0
	SUNDAY/HOLIDAY	1	0
	TOTAL	7.4	5

SERVICE COST

MILEAGE COST	= ANNUAL VEHICLE MILES TIMES MILEAGE COST RATE	
=	718,185 TIMES	\$1.0894
=	\$782,380	
DRIVER COST	= ANNUAL DRIVERS TIMES DRIVER COST RATE	
=	7.4 TIMES	\$69,405
=	\$513,597	
BUS COST	= ANNUAL BUSES TIMES BUS COST RATE	
=	5 TIMES	\$64,776
=	\$323,880	
TOTAL COST	= MILEAGE COST+ DRIVER COST+ BUS COST	
=	\$1,619,857	



02-Aug-99

EXHIBIT 1-11

CALCULATION OF FY 1999/2000 GGT BUS COST ALLOCATION RATES

FOR INPUT TO BUS TRANSIT BENEFITS REPORTING SYSTEM

BASED ON FY2000 BUDGET (\$27.99) Including Depreciation and Ferry Feeder Bus, Excluding Purchased Transportation

BUDGETED OPERATING EXPENSE \$51,459,500

BUDGETED SERVICE LEVELS

9,540,000 VEHICLE MILES TOTAL

378,979 VEHICLE HOURS IN-SERVICE

811,121 DRIVER PAY HOURS TOTAL

496,973 VEHICLE HOURS TOTAL

42,070 VEHICLE HOURS LAYOVER

421,049 TOTAL REVENUE VEHICLE HOURS

PAGE 1 OF 3

OPERATING EXPENSES

DEPARTMENT	BUDGET LINE ITEM	TOTAL EXPENSE	MILEAGE DEPENDENT	TIME DEPENDENT	MILEAGE & TIME DEPENDENT
OPERATIONS	SALARIES - MANAGEMENT	\$2,541,000			\$2,541,000
	SALARIES - BUS DRIVERS	\$17,030,000		\$17,030,000	
	FRINGES - MANAGEMENT	\$994,000			\$994,000
	FRINGES - BUS DRIVERS	\$9,128,000		\$9,128,000	
	SAFETY PROGRAM	\$35,000			\$35,000
	MANAGEMENT SERVICES	\$25,000			\$25,000
	TICKET AGENT COMMISSIONS	\$188,000			\$188,000
	DIESEL FUEL	\$1,460,000	\$1,460,000		
	TIRES	\$394,000	\$394,000		
	TRANSFERS & TICKETS	\$63,000			\$63,000
	OPERATING SUPPLIES	\$62,000			\$62,000
	TAXES - DIESEL FUEL	\$130,000	\$130,000		
	MEETINGS AND TRAVEL	\$6,000			\$6,000
	LEASES AND RENTALS	\$505,000			\$505,000
	TRANSFERS	(\$197,000)			(\$197,000)
	DEPRECIATION	\$200,000	\$200,000		
	SUB TOTAL OPERATIONS	\$32,564,000	\$2,184,000	\$26,158,000	\$4,222,000
MAINTENANCE	SALARIES - MANAGEMENT	\$605,000			\$605,000
	SALARIES - MECHANICS	\$3,864,000	\$3,864,000		
	SALARIES - SERVICERS	\$1,117,000	\$1,117,000		
	FRINGES - MANAGEMENT	\$195,000			\$195,000
	FRINGES - MECHANICS	\$1,334,000	\$1,334,000		
	FRINGES - SERVICERS	\$560,000	\$560,000		
	SAFETY PROGRAM	\$6,000	\$6,000		
	PROFESSIONAL SERVICES	\$37,000	\$37,000		
	MAINTENANCE SERVICE	\$150,000	\$150,000		
	OFFICE CLEANING	\$45,000			\$45,000
	LUBRICANTS	\$60,000	\$60,000		
	GASOLINE	\$29,000	\$29,000		
	TIRES AND TUBES	\$5,000	\$5,000		
	REPAIR PARTS	\$1,110,000	\$1,110,000		
	OPERATING SUPPLIES	\$470,000	\$470,000		
	HAZARDOUS WASTE	\$33,000	\$33,000		
	MEETINGS AND TRAVEL	\$6,000			\$6,000
	TRANSFERS	\$89,000	\$89,000		
	DEPRECIATION	\$226,000	\$226,000		
	SUB TOTAL MAINTENANCE	\$9,941,000	\$9,090,000	\$0	\$851,000
ADMINISTRATION	SALARIES	\$645,000			\$645,000
	FRINGES	\$209,000			\$209,000
	ADVERTISING	\$70,000			\$70,000
	SECURITY	\$230,000			\$230,000
	LEGAL	\$170,000			\$170,000
	LITIGATION	\$145,000			\$145,000
	LEGISLATION	\$36,000			\$36,000
	AUDIT	\$31,000			\$31,000
	REVENUE COLLECTION	\$40,000			\$40,000
	PROFESSIONAL SERVICES	\$17,000			\$17,000
	EQUIPMENT MAINTENANCE	\$18,000			\$18,000
	OPERATING SUPPLIES	\$54,000			\$54,000
	UTILITIES	\$392,000			\$392,000
	INSURANCE	\$1,345,000			\$1,345,000
	DUES & SUBSCRIPTIONS	\$32,000			\$32,000
	TRAVEL & MEETINGS	\$9,000			\$9,000
	TRANSFERS	\$5,404,500			\$5,404,500
	DEPRECIATION	\$107,000			\$107,000
	SUB TOTAL ADMINISTRATION	\$8,954,500	\$0	\$0	\$8,954,500
TOTAL EXPENSES - ALL DEPARTMENTS		\$51,459,500	\$11,274,000	\$26,158,000	\$14,027,500

INCLUDING

\$196,888 DRIVER SICK, VACATION LEAVE AND OTHER PAID ABSENCE

SERVICE LEVELS

(BASED ON FY 1999/2000 LEVELS PER FY99 SCHEDULES AND KNOWN BUDGET CHANGES FOR FY00)

PAGE 2 OF 3

BUS ROUTE #	COMMUTE BUS SERVICE		NON-COMMUTE BUS SERVICE		TOTAL VEHICLE HOURS	ESTIMATED COST PER BUS ROUTE
	TOTAL MILEAGE	IN-SERVICE HOURS	TOTAL MILEAGE	IN-SERVICE HOURS		
1			301,673	18,049	20,555	\$1,640,154
2	109,581	3,445			5,634	\$678,562
3	11,398	241			547	\$53,457
4	370,085	12,645			18,476	\$2,438,430
5	14,747	319			682	\$70,345
7			15,287	376	687	\$48,812
8	76,526	2,609			3,696	\$503,318
9	23,509	628			1,081	\$129,474
10			424,799	25,160	32,823	\$2,293,256
11	17,988	329			782	\$77,048
13	22,047	533			1,041	\$113,310
15	23,343	791			1,151	\$152,874
17			13,150	251	643	\$37,351
18	216,801	6,895			10,316	\$1,353,885
19	50,394	1,396			2,946	\$284,645
20			706,715	48,709	59,004	\$4,251,747
21			101,807	5,951	7,048	\$544,541
23			221,160	13,667	17,055	\$1,230,137
24	417,434	14,435			19,963	\$2,775,374
25	49,581	1,600			2,547	\$313,035
26	164,179	5,340			7,553	\$1,042,565
27			26,272	660	1,293	\$84,730
28	28,250	1,168			1,393	\$215,621
29	35,240	1,052			2,034	\$210,104
30			102,089	4,964	6,310	\$482,134
31	20,599	639			1,031	\$126,275
32	49,691	1,908			2,270	\$357,981
33			2,535	149	137	\$13,612
34	59,668	1,929			2,645	\$377,237
35			62,483	4,349	7,397	\$378,637
37	15,850	457			754	\$92,173
38	170,295	6,027			7,986	\$1,152,363
39			2,159	71	114	\$8,029
40			217,575	7,782	12,054	\$849,301
41	21,692	627			904	\$126,388
43			5,574	212	323	\$22,540
44	98,554	3,011			4,105	\$597,490
45			9,960	343	528	\$38,005
47			17,129	447	696	\$56,275
48	62,607	2,117			2,688	\$409,311
49			2,427	80	117	\$9,050
50			712,154	36,118	41,747	\$3,458,245
51	10,262	351			351	\$67,597
54	409,479	13,575			16,226	\$2,637,540
56	158,283	5,402			5,963	\$1,041,940
60			67,470	2,692	3,269	\$281,149
61			5,735	297	525	\$28,241
63			31,453	1,074	1,565	\$119,492
65			13,310	558	608	\$57,149
67	13,945	765			1,014	\$133,833
69	5,427	460			547	\$75,637
70			281,525	10,175	12,998	\$1,105,604
71	88,744	3,017			3,061	\$582,458
72	388,398	12,676			13,483	\$2,472,617
74	508,608	15,622			18,593	\$3,095,865
75	103,485	3,591			3,734	\$689,773
76	455,901	12,315			16,573	\$2,529,739
78	129,795	3,509			4,232	\$720,618
80			1,246,950	49,898	59,583	\$5,204,916
90			67,121	2,172	2,594	\$247,416
91	2,227	73			144	\$14,195
93	51,457	1,464			2,837	\$296,233
OTHERS	428,420	1,816			18,321	\$959,668
TOTAL ALL ROUTES	4,884,488	144,776	4,658,512	234,203	496,973	\$51,459,500
TOTAL COMMUTE + NON-COMMUTE	9,543,000	378,979	496,973	811,121	1,63	
TOTAL MILES	353,706					
NO LAYOVER						
INCL. LAYOVER+DH						
TOTAL DRIVING						
PAY HOURS						
PAY TO PLATFORM RATIO						

EXHIBIT 1-11

CALCULATION OF FY 1999/2000 GGT BUS COST ALLOCATION RATES
FOR INPUT TO BUS TRANSIT BENEFITS REPORTING SYSTEM
BASED ON FY2000 BUDGET (\$27.99) Including Depreciation and Ferry Feeder Bus, Excluding Purchased Transportation

02-Aug-99

COST ALLOCATION FORMULAS

PAGE 3 OF 3

(1) MILEAGE DEPENDANT EXPENSES

ALLOCATED TO COMMUTE AND NON-COMMUTE SERVICES IN PROPORTION TO THEIR RESPECTIVE SHARE OF TOTAL MILEAGE

COMMUTE SERVICE EXPENSE =	4,884,488 /	9,543,000 *	\$11,274,000 =	\$5,770,483
NON-COMMUTE EXPENSE =	4,658,512 /	9,543,000 *	\$11,274,000 =	\$5,503,517

(2) TIME DEPENDANT EXPENSES

a. DRIVING TIME EXPENSE IS THE PORTION OF THE TIME DEPENDANT EXPENSE, EXCLUDING SICK AND VACATION, ATTRIBUTED TO REVENUE SERVICE AND IS ALLOCATED TO COMMUTE SERVICE AND NON-COMMUTE SERVICE IN PROPORTION TO THEIR RESPECTIVE SHARE OF IN SERVICE HOURS.

COMMUTE SERVICE EXPENSE =	144,776 /	378,979 *	\$10,871,481 =	\$4,153,074
NON-COMMUTE EXPENSE =	234,203 /	378,979 *	\$10,871,481 =	\$6,718,407

b. NON-DRIVING TIME EXPENSE IS THE PORTION OF THE TIME DEPENDANT EXPENSE, EXCLUDING SICK AND VACATION, ATTRIBUTED TO NON-REVENUE SERVICE AND IS ALLOCATED TO COMMUTE SERVICE AT A RATE OF 5.207 GREATER THAN NON-COMMUTE SERVICE PER HOUR OF DRIVING TIME.

COMMUTE SERVICE EXPENSE =	5.207 *	1.000 /	6.825 *	\$12,396,519 =	\$9,458,104
NON-COMMUTE EXPENSE =	1.000 *	1.618 /	6.825 *	\$12,396,519 =	\$2,938,415

c. SICK AND VACATION EXPENSE IS ALLOCATED TO COMMUTE AND NON-COMMUTE SERVICES IN PROPORTION TO THEIR RESPECTIVE SHARE OF THE COMBINED DRIVING AND NON-DRIVING EXPENSES.

COMMUTE SERVICE EXPENSE =	\$13,611,178 /	\$23,268,000 *	\$2,890,000 =	\$1,690,575
NON-COMMUTE EXPENSE =	\$9,656,822 /	\$23,268,000 *	\$2,890,000 =	\$1,199,425

(3) MILEAGE & TIME DEPENDANT EXPENSES

ALLOCATED TO COMMUTE AND NON-COMMUTE SERVICES IN PROPORTION TO THEIR RESPECTIVE SHARE OF THE COMBINED TIME AND MILEAGE EXPENSES:

COMMUTE SERVICE EXPENSE =	\$21,072,237 /	\$37,432,000 *	\$14,027,500 =	\$7,896,741
NON-COMMUTE EXPENSE =	\$16,359,763 /	\$37,432,000 *	\$14,027,500 =	\$6,130,759

AND THEN ALLOCATED TO MILEAGE DEPENDANT AND TIME DEPENDANT EXPENSES IN PROPORTION TO ITS SHARE OF THE COMBINED MILEAGE DEPENDANT AND TIME DEPENDANT EXPENSES.

COST RATE CALCULATIONS

<u>MILEAGE COST RATE</u>	MILEAGE DEPENDANT EXPENSE	MILEAGE & TIME DEPENDANT EXPENSE	TOTAL VEHICLE MILEAGE	FY 1999/00 COST RATE	FY 1998/99 COST RATE
COMMUTE SERVICE RATE =	\$5,770,483 +	\$2,162,467 /	4,884,488 =	\$1.6241	\$1.6444
NON-COMMUTE RATE =	\$5,503,517 +	\$2,062,422 /	4,658,512 =	\$1.6241	\$1.6444

<u>TIME COST RATE</u>	TIME DEPENDANT EXPENSE	MILEAGE & TIME DEPENDANT EXPENSE	IN SERVICE HOURS	FY 1999/00 COST RATE	FY 1998/99 COST RATE
COMMUTE SERVICE RATE =	\$15,301,754 +	\$5,734,274 /	144,776 =	\$145.3007	\$129.1935
NON-COMMUTE RATE =	\$10,856,246 +	\$4,068,337 /	234,203 =	\$63.7249	\$60.7046

SECTION 5. PRIVATE CONTRACT SERVICES

Since 1971, GGBHTD has contracted with private bus operators for the provision of fixed-route Club Bus services within GGBHTD's jurisdiction, between points which GGBHTD considered to be uneconomical for GGT operations. A new contract was awarded in January 1997 for a three-year period through June 2000 with two one-year options to extend the contract. Club Buses are required to pay fare revenues directly to the contractor. GGBHTD provides a 30 percent subsidy to the Club Buses. The FY 1997/98 Club Bus subsidy was about \$243,000. GGBHTD makes available its own accessible buses for lease by the private Club Bus operators. In 1997/98, lease revenue amounted to \$124,000. The Club Bus service in FY 1998/99 is described in **Exhibit 1-12**.

All Club Bus services are contracted in the same manner. In general, the services entail the provision of bus transportation during the commute periods between San Francisco and the counties of Marin, Napa, and Sonoma. The service is provided to members of individual commute groups comprised of commuters with common origin and destination points for their commutes. While the private operator's contractual relationship is with GGBHTD, GGBHTD is guided in its requirements for service (for example, runs and bus type) by the needs of each group.

GGBHTD issues a RFP inviting sealed bids in accordance with certain specifications. Successful bid selection is based on the bid cost, proposer's experience and proposed plan of operation. Award of contract is made to the lowest responsible bidder. All bidders must possess a valid certificate to operate passenger service issued by California Public Utilities Commission.

In addition to Club Bus services, GGBHTD contracts with private firms for janitorial services, landscape maintenance services, bus shelter maintenance services, ferry vessel food and beverage services, transit market research surveys, production of public information materials, and professional planning and engineering services. The procedures used to procure these services have been in conformance with FTA Circular 4220.1a. GGBHTD also contracts for legal services and administration of its workers' compensation program. (GGBHTD is self-insured.)

MCTD contracts with private transit operators to provide paratransit services in Marin County. GGBHTD has an agreement with MCTD to utilize their local paratransit provider for intercounty paratransit service. The FY 1997/98 intercounty paratransit operating subsidy was about \$400,000.

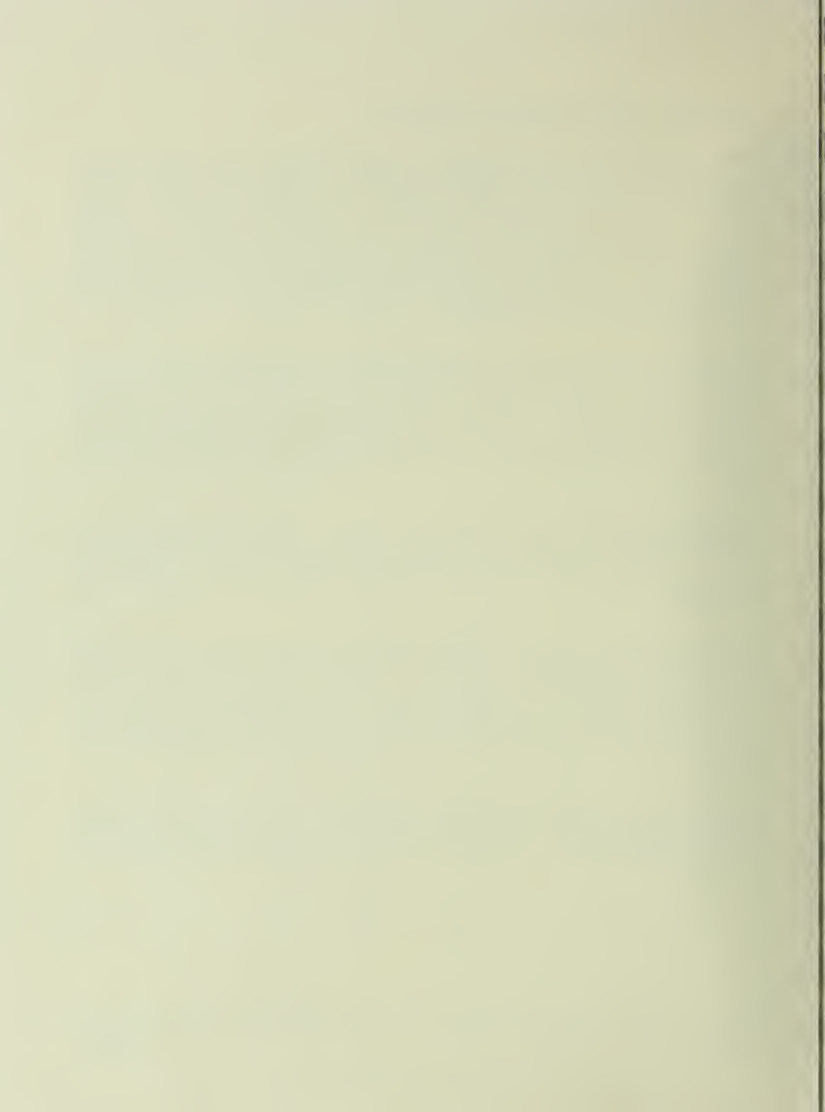


Exhibit 1-12

CLUB BUS PROGRAM

**JANUARY 1999
SERVICE REQUIREMENTS**

RUN NO.	MARIN/SONOMA ORIGIN	SAN FRANCISCO DESTINATION	ROUNDTrip MILES/DAY
A-1	Ignacio	U.C. Medical Center	54
A-2	Santa Rosa	U.C. Medical Center	122
A-3	San Rafael	U.C. Medical Center	27*
A-4	Fairfax	U.C. Medical Center	42
A-5	Tiburon via Mill Valley	U.C. Medical Center	42
A-6	Rohnert Park	U.C. Medical Center	115
C-1	Sonoma Valley	Financial District	100
C-2	Sonoma Valley	Financial District	100
C-3	Sonoma Valley	Financial District	100
G-1	Napa	Financial District	120

*Effective April 1, 1999, A-3 operates one-way only in the afternoon.



SECTION 6. FUTURE PASSENGER RAIL SERVICES

Northwestern Pacific Railroad Right-of-Way Purchase

Preservation and protection of existing rail corridors has been a longstanding policy of GGBHTD. Together with County of Marin and County of Sonoma, all three agencies have supported the acquisition of the Northwestern Pacific Railroad (NWP) right-of-way. This support is based upon the broadly recognized need for public ownership of this historic and uniquely situated rail corridor for future mass transportation purposes. Since 1983 GGBHTD has worked with interested local jurisdictions to acquire key sections of the NWPRR right-of-way. Initially, 15.75 miles of right-of-way, extending from Paradise Drive in Corte Madera at milepost 11.40 to Novato Creek in Novato at milepost 26.96, and two acres of adjacent land had been acquired. Acquisition of three other sections of the right-of-way which total 139.77 miles was completed on April 30, 1996. The sections are the 41.04 mile section from Novato Creek (milepost 26.96) to Healdsburg (milepost 68.2) in Sonoma County; the 74.5 mile section from Healdsburg (milepost 68.2) to Willits (milepost 142.5) in Mendocino County; and the 24.33 mile section from Ignacio Junction in Novato to Lombard Junction in Napa County. Six years of effort were required to close the transaction due to its complexity, necessitating federal legislation that provided special funding, extensive negotiations, and creation of a new governmental agency. Details of the acquisition have been described in previous editions of GGBHTD's SRTP.

Northwestern Pacific Railroad Authority

On May 24, 1995, GGBHTD, County of Marin, and NCRA entered into a JPA, which created NWPRA. The purpose of NWPRA was to effect completion of the right-of-way acquisition and establish administrative mechanisms to preserve, maintain, and oversee operations on the newly acquired sections of right-of-way. While not directly represented on the Board of Directors of NWPRA, Sonoma and Mendocino counties are represented on Boards of GGBHTD and NCRA, whereas Napa County is represented on the Board of Directors of GGBHTD.

NCRA, a public agency created by the California Legislature and governed by a Board of Directors representing Sonoma, Mendocino, and Humboldt counties, is currently charged with operating and expanding existing freight service along the right-of-way. Title to the right-of-way segment between Healdsburg (milepost 68.2) and Willits (milepost 142.5) vested in the NCRA, which had earlier acquired the northernmost portion of the right-of-way identified by U.S. Congress for preservation and upgrade running from Willits in Mendocino County to Korbel in Humboldt County.

The transfer of title of the section between Healdsburg and Willits to NCRA was contingent upon satisfaction of certain conditions related to funding agency approval and agreements regarding future development of future passenger service on the right-of-way section from Healdsburg to Willits.

Existing Northwestern Pacific Railroad Services

Currently freight rail service between Eureka and Schellville is being conducted under contract to NCRA by Rail-Ways, Inc. In Schellville, connections are made with other freight trains operated by California Northern Railroad. This includes the segment between Schellville and Lombard, which is owned by NWPRRA. NCRA has adopted the name Northwestern Pacific Railroad Company and, as such, freight service and right-of-way remain commonly referred to as Northwestern Pacific Railroad.

Survey results by FRA, CPUC, and FEMA of tracks and signals along the NWPRR right-of-way led FRA to issue Emergency Order No. 21 in December 1998. This Emergency Order prohibits train operations on the NWPRR right-of-way between Humboldt and Napa counties, including the segment owned by NWPRRA. This Emergency Order shall remain in effect until all of twelve requirements (including repair to track and grade signal crossings, and right-of-way maintenance) of this Emergency Order have been met. Presently, NCRA and Rail-Ways, Inc. are performing repairs along the "South End" of the right-of-way. The results of these on going efforts, envisioned for completion by summer 1999, will bring the right-of-way between Lombard and Willits to FRA "Class 1" standards, thereby allowing freight trains to operate at 10 miles per hour. Future improvements will bring the South End to FRA "Class 3" standards (i.e., 40 miles per hour for freight trains).

Meeting the requirements of Emergency Order No. 21 will allow NCRA and Rail-Ways, Inc. to resume passenger excursion service along the right-of-way. This limited service, which briefly operated in October 1996 between Healdsburg and Willits, marked the first return of passenger service along the NWPRR route since 1971. In Willits, NCRA passenger excursion service connects with California Western passenger trains (Skunk Train) between Willits and Fort Bragg. The number of passenger excursion trains is limited by the JPA between GGBHTD, Marin County, and NCRA. The terms of this agreement identify the number of roundtrips per year (24) and that the service originates or terminates from points north of Healdsburg. In March 1997, as part of the 1997 excursion service operating plan, the agreement was amended to extend passenger excursion service as far south as Petaluma.

Marin County North-South Bikeway Feasibility Study

The concept of a north-south bikeway along the NWPRR right-of-way in Marin County has existed since the 1970s, when most rail operations ceased. The Marin County General Plan shows a bikeway alignment on it. A Marin County North-South Bikeway Feasibility Study was commissioned by the Marin County Department of Parks, Open Space, and Cultural Services and completed in 1994. The primary goal of the study was to identify and develop implementation methods for a feasible, safe, and efficient north-south bikeway alignment within and between Marin County cities and towns. The alignment was aimed primarily at commuters. One of the guiding principles of the study was that the bikeway should be aligned along the NWPRR right-of-way whenever both bicycles and rail transit can be feasibly

accommodated, and no other direct alternative is available. The County of Marin is preparing a Bicycle Master Plan in FY 1999/2000 that may incorporate the findings of this study.

Future Northwestern Pacific Railroad Passenger Commuter Services

As stipulated in the JPA, NWPRRA will plan for future development of freight and passenger service on the right-of-way, but will not itself become an operator.

In support of this goal, GGBHTD staff has actively kept abreast of activities associated with the Sonoma/Marin Multi-Modal Transportation & Land Use Study (completed in June 1997) and the current Sonoma/Marin Rail Implementation Plan.

The June 1997 study was funded by Caltrans and managed by Sonoma County Transportation Authority and Marin Countywide Planning Agency, the designated Congestion Management Agencies of the respective counties. The study's purpose was to evaluate the relationship between land use and commuting patterns along the NWPRR corridor (i.e., between Larkspur and Healdsburg); determine the feasibility of commuter rail service on the NWPRR right-of-way; and assist both counties in developing a policy with respect to rail passenger operations. The study projected travel demand in the year 2015, evaluated various rail technologies, identified potential rail station sites, estimated capital and operating costs for the proposed commuter rail service, and identified required roadway and bus transit improvements. The project team arranged for a public viewing of state-of-the-art low-cost diesel rail technology that could be used along the right-of-way. Although the study has determined that commuter rail service along the right-of-way is feasible, it concluded that there are insufficient funds available to implement the recommended service plan and identified local sales taxes as a potential new source of revenue. The findings of this study were the foundation of the one-half cent sales tax initiative proposed to voters in Marin and Sonoma counties during the November 1998 elections.

Anticipating passage of the November 1998 initiative, the two counties created the Sonoma/Marin Area Rail Transit Commission. The intent of the Commission was to establish an entity responsible for implementation of commuter rail service that would be qualified to receive Proposition 116 Rail Bond funds. Despite failure of the sales tax initiative, the two counties are currently proceeding with the Sonoma/Marin Rail Implementation Plan. The purpose of this study is to recommend a "start-up" service plan, which could be implemented following passage of a future sales tax initiative. The "start-up" service plan would be more modest than the service plan recommended in the June 1997 study, but could be gradually upgraded. The consultant will evaluate environmental, funding, infrastructure, rolling stock, and operating costs requirements associated with commuter service. The study is expected to be completed by the end of 1999.

GGBHTD staff has assisted these technical efforts by attending public meetings, participating in workshops, and providing information pertaining to GGT's bus and ferry operations,

NWPRR right-of-way, potential funding sources, and GGBHTD/NWPRA policy pertaining to passenger rail service.

GGBHTD staff, acting on behalf of NWPRA, administers agreements, easements and right-of-entry permits for various projects along the right-of-way, on an on-going basis, with the interest of maintaining the viability of existing and future rail service. GGBHTD staff also reviews plans by local jurisdictions for creation of potential future station sites along the right-of-way. GGBHTD staff anticipates initiating efforts to evaluate the feasibility of developing potential station sites along the NWPRR right-of-way. These efforts will evaluate the potential for developing available station sites, which primarily include parcels within the public domain, in accordance with local goals for transit-orientated developments along the right-of-way.

CHAPTER 2. SERVICE AND PROGRAM EVALUATION

SECTION 1. TRANSIT SERVICE EVALUATION

Part 1 of this section of the Service and Program Evaluation presents the goals, objectives, measures, and standards, which guide the District in its programs of service to the public. Part 2 of the section describes transit system performance as compared with the District's transit service standards. In Part 3, individual transit route performance is reviewed.

PART 1. TRANSIT GOALS, OBJECTIVES, MEASURES, AND STANDARDS

1. GOAL: ENSURE REASONABLE MOBILITY ACROSS THE BRIDGE

- a. **Objective – Provide for public transit services and encourage ridesharing to maintain traffic at acceptable levels.**
 - 1) **MEASURE:** Bridge traffic volume (vehicles per hour) compared to capacity.
STANDARD: Hourly Bridge traffic no greater than 6,800 vehicles (four Bridge lanes, peak periods) or 5,100 vehicles (three Bridge lanes, off-peak) or 3,400 vehicles (two Bridge lanes, late night).
 - 2) **MEASURE:** Number and percent of commuters using transit and carpooling to San Francisco during morning peak traffic hours (6:00-10:00 a.m.)
STANDARD: Maintain or increase transit and carpool use by commuters.

2. GOAL: CONTRIBUTE TO THE PROTECTION OF THE ENVIRONMENT

- a. **Objective – Work as a partner with other public agencies in providing regional public transit services within the Golden Gate Corridor as an alternative to the private automobile and by encouraging the use of such services.**
 - 1) **MEASURE:** Transit ridership by service and passenger trip type compared to total travel (all modes) by county origin/destination.
STANDARD: Increase intercounty transit ridership in the Golden Gate Corridor.
 - 2) **MEASURE:** Connecting transit operators and transfer locations.
STANDARD: Provide service connections to all adjacent transit systems and all systems within the District's service area in accordance with MTC regional fare and schedule coordination standards.

- 3) MEASURE: Transit service available in each community within Marin and Sonoma counties.
STANDARD: Provide service or service connections to all communities within Marin and Sonoma counties.
- 4) MEASURE: Non-discrimination with respect to transit service or other transit benefits.
STANDARD: Comply with FTA Circular 4702.1 "Title VI program Guidelines for FTA Recipients."
- 5) MEASURE: Emergency preparedness.
STANDARD: Prepare an Emergency Operations Plan and provide support to the Transit Response Plan in cooperation with MTC.

3. GOAL: PROVIDE COST EFFICIENT TRANSIT SERVICES INsofar AS RESOURCES PERMIT

- a. Objective – Minimize the burden of funding transit services to District's limited operating resources by supplementing fare revenues with local, state, and federal subventions.

- 1) MEASURES: Available subventions by source.
STANDARD: Utilize all available sources of operating subsidy.

- b. Objective – Maintain transit fares at levels so that users make a reasonable financial contribution to meeting the operating costs of the service and in a manner that recognizes the travel benefits received.

- 1) MEASURE: Fare revenue and other operating revenue as a percentage of operating expense.
STANDARD: At least 33 percent of operating expense should be covered by operating revenue.
- 2) MEASURE: Deficits per passenger mile by passenger trip type.
STANDARD: Equal ratios of deficit to passenger mile for services provided.

- c. **Objective – Prior to raising transit fares above the standard set in Objective b.1, consideration should be given to the improvement or elimination of the least efficient services, routes, or runs, substitution of District operations with private contract services, or transfer of operational responsibility to private or public operators or agencies.**

- 1) **MEASURES:** Passenger miles per service mile.
STANDARD: Buses and ferries should be operated with at least half their (interior) seats utilized which is equivalent to at least 20 passenger miles per bus revenue mile and 150 passenger miles per ferry revenue mile.
- 2) **MEASURE:** A composite bus route efficiency measure comprised of passengers per trip, fare recovery, and passengers per deficit dollar.
STANDARD: For each bus service type: basic, commute, ferry feeder, and local, there is a separate standard based on average route performance for the fiscal year. A composite score of 1.0 is average. Routes with average or above scores are performing at or above standard. Routes with scores between 0.8 and 1.0 are acceptable. Routes with scores between 0.6 and 0.8 are in need of improvement. Routes with scores below 0.6 may be subject to adjustment or curtailment.

- d. **Objective – Fare increases or service reductions should be made as fair as possible between the counties, considering each county's usage of transit and ridesharing services, and the financial support, including subventions, provided by each county.**

- MEASURE:** Operating deficits and subsidies by county.
STANDARD: The operating deficits of services provided to Marin and Sonoma counties should be in balance with available operating subsidies derived from the counties.

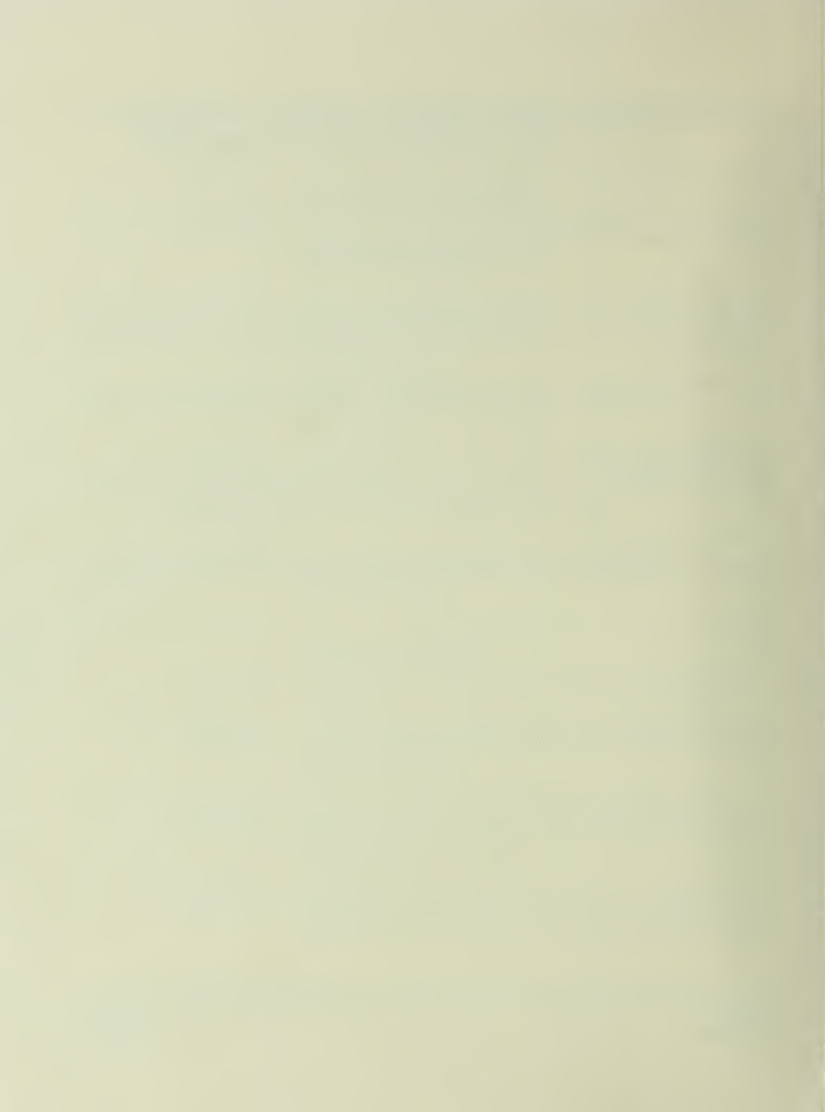
- e. **Objective – Administer cost efficient and cost effective fixed route transit services.**

- 1) **MEASURE:** Budgeted operating costs compared to actual operating costs.
STANDARD: Actual costs should be within 5 percent of budget costs.
- 2) **MEASURE:** Average operating costs per service hour (cost rate) over a three-year period.
STANDARD: Increases in costs per service hour (cost rate) should be held within the general rate of inflation.

d. Objective – Provide accessible transportation services that disabled passengers can use and which are consistent with Department of Transportation (DOT) requirements implementing the Americans with Disabilities Act (ADA).

- 1) MEASURE: Number of incidences of accessible features of fixed route vehicles not functioning and inaccessible.
STANDARD: Cycle and repair lifts and maintain securements to insure that no vehicle with a non-operating lift or malfunctioning securement is used in revenue service.
- 2) MEASURE: Number of incidences of transport of common wheelchairs and their users and all persons with disabilities and their service animals, using applicable features (lift and securement systems) provided on each fixed route bus.
STANDARD: Do not deny passengers access to fixed route vehicles when accessible equipment is functioning properly.
- 3) MEASURE: Complaints regarding failure to identify major stops, transfer points, and all requested stops.
STANDARD: Bus operators shall announce all major stops, transfer points, and all requested stops on basic and local routes.
- 4) MEASURE: Public information and communications formats.
STANDARD: Provide public information and communications in accessible formats upon request.
- 5) MEASURE: Complaints regarding insufficient time for fixed route vehicle boarding and disembarking.
STANDARD: Provide adequate time for vehicle boarding and disembarking
- 6) MEASURE: Scheduled paratransit service compared to requested service.
STANDARD: All paratransit trips scheduled within one hour before or after the desired departure time.
- 7) MEASURE: Paratransit travel time compared to fixed route travel time.
STANDARD: Paratransit trip travel times of no more than twice that of comparable fixed route service.
- 8) MEASURE: Paratransit on time performance.
STANDARD: All paratransit trip passenger pick-ups to occur no earlier than 15 minutes before and no later than 30 minutes after scheduled time.

- 9) MEASURE: Paratransit service capacity compared to demand for paratransit service.
STANDARD: No requested paratransit trips should be denied or missed.
- 10) MEASURE: Availability of paratransit services to travel beyond District service area.
STANDARD: District paratransit services will be coordinated with all adjoining transit operators' paratransit services.
- 11) MEASURE: Paratransit service area.
STANDARD: Paratransit service should be provided to all passenger origins and destinations within ADA required three-quarter mile service area.
- 12) MEASURE: Paratransit service request response time.
STANDARD: Reservations should be accepted and scheduled during normal business hours for next day service.
- 13) MEASURE: Paratransit service hours.
STANDARD: Paratransit service should be provided during all days and hours when non-commute fixed-route service is in operation.
- 14) MEASURE: Paratransit passenger no-shows and cancellations.
STANDARD: Reduce number of paratransit passenger no-shows and cancellations.



PART 2. TRANSIT SYSTEM EVALUATION

HOW HAS THE DISTRICT'S TRANSIT SYSTEM PERFORMANCE COMPARED WITH TRANSIT STANDARDS?

Standard 1.a.1 – Golden Gate Bridge Hourly Southbound Traffic No Greater Than 6,800 Peak, 5,100 Off-Peak, and 3,400 Late Night

During FY 1997/98, average weekday and weekend traffic volumes were about the same as FY 1996/97. Traffic standards were met with few exceptions. Hourly peak traffic on weekdays (5:00 a.m. to 10:00 a.m.) and weekends (5:00 p.m. to 9:00 p.m.) did not exceed 6,800 vehicles. Hourly off-peak traffic on weekdays (10:00 a.m. to 3:00 p.m.) and weekends (7:00 a.m. to 5:00 p.m.) did not exceed 5,100 vehicles (except on one occasion). Hourly late night traffic on weekends (9:00 p.m. to 7:00 a.m.) did not exceed 3,400 vehicles (except for occasional instances between 9:00 p.m. and 10:00 p.m.). However, the 3,400 vehicle capacity standard was exceeded over 10 percent of the time on weekdays between 4:00 p.m. and 5:00 p.m., about 25 percent of the time between 6:00 p.m. and 7:00 p.m., and over 50 percent of the time between 5:00 p.m. and 6:00 p.m. (and occasionally during the hours immediately preceding and following these three afternoon peak hours). This problem occurs with the combination of discretionary travel and reverse commute traffic. Because the San Francisco to Marin and Sonoma commute is still relatively small (less than 20 percent of the commute to San Francisco), the District's transit services are not oriented towards this growing reverse commute travel market. Traffic congestion caused by discretionary travel by automobile is difficult to address, since such travel is irregular, not easily served with transit, and thus automobile-dominated. In FY 1998/99, the District tested a late Friday night Larkspur ferry service designed to attract Marin residents patronizing San Francisco entertainment venues using their automobiles. An average of about 130 passengers used the late night ferry service each Friday. The service was continued in FY 1999/2000, subject to annual performance review. A similar service from Sausalito was considered but rejected due to potentially low cost effectiveness. The Bridge's location within the GGNRA makes it an avenue for parklands visitation. NPS is commissioning several studies aimed at reducing automobile dependency for these recreational trips. District staff is participating in these studies to address Bridge congestion. Annual average hourly traffic is shown in **Exhibit 2-1**.

Standard 1.a.2 – Maintain or Increase Transit and Carpooling Use by Commuters

Exhibit 2-2 provides additional data from Golden Gate Bridge commute surveys, which illustrates a decreasing transbay travel trend through 1995. The same surveys show that transit and carpool use as a percent of total travel has fallen from 44 percent in 1980 to 35 percent in 1990, but has stabilized since then. The percentage of commuters currently using Golden Gate Ferry (nearly 5 percent) is the highest since 1979. Carpool use is relatively constant at 9 to 10 percent. GGT bus use has fallen to just above 17 percent.

Standard 2.a.1 – Increase Intercounty Transit Ridership in the Golden Gate Corridor

Total intercounty travel information is available only from the U.S. Census. **Exhibit 2-3** shows commute travel by transit and non-transit modes between Sonoma, Marin, and San Francisco counties as reported by MTC from 1990 census data and projected to 2010. In comparing 1990 data with 1980 census data, total work travel from Marin County to San Francisco fell 10.5 percent while travel from Sonoma County to Marin County and from Sonoma County to San Francisco increased 60 percent and 29 percent, respectively. Travel markets between East Bay (Alameda/Contra Costa Counties) and Marin County and from San Francisco to Marin County are projected to grow at a greater rate than the North Bay to San Francisco market currently provided with GGT commute bus service. However, the number of “reverse” commuters will continue to be less than GGT’s traditional markets, and basic bus and ferry services are available to this customer market.

Between FY 1997/98 and FY 1996/97, GGT intercounty bus patronage decreased about 1.3 percent while ferry patronage increased 6.4 percent. Intercounty bus patronage has fallen another 3 percent during the first nine months of FY 1998/99 while ferry patronage has increased another 6 percent as a result of the September 1998 expansion of Larkspur ferry service. An intercounty transit fare increase of 10 to 17 percent in July 1998 attributed to the steeper decline in bus patronage.

Intercounty paratransit rides increased 3.6 percent in FY 1997/98 and has increased another 12.7 percent during the first months of FY 1998/99.

County-to-county GGT bus travel is shown on **Exhibit 2-4**. Travel between Marin and San Francisco was down 1.3 percent. Travel between Sonoma and San Francisco was down 2.1 percent. Travel between Sonoma and Marin was up 0.6 percent. Local travel within Marin, Sonoma, and San Francisco was up 1.4 percent, up 12.0 percent and down 13.6 percent, respectively. Changes in intercounty bus patronage resemble general travel patterns, measured by census and other traveler surveys, of growing suburb to suburb work trips. Such travel, having widely dispersed trip ends, is difficult to serve efficiently with the District’s mass transit system.

Ferry ridership, which is entirely between Marin and San Francisco counties, increased over 6 percent in FY 1997/98 (**Exhibit 2-5**). Sausalito ferry ridership decreased 1.6 percent while Larkspur ferry ridership increased 5.1 percent. Ferry feeder buses, which operate only during commute periods, carried about 233,000 riders in FY 1997/98. About 6 percent of Sausalito ferry patrons and 12 percent of Larkspur ferry patrons used feeder buses.

Club Bus ridership continues to fall (**Exhibit 2-6**). FY 1997/98 patronage declined over 7 percent. Ten buses were left at the end of FY 1997/98, one less than the previous year, for commuter clubs from UC Medical Center in San Francisco, Sonoma Valley, and Napa.

Standard 2.a.2 – Provide Service Connections to Other Transit Systems in Accordance with MTC Coordination Standards

District participation in the MTC Transit Coordination Implementation Plan (in response to California SB 1474) is described in **Appendix A**.

Standard 2.a.3 – Provide Service or Service Connections between San Francisco and All Communities in Marin and Sonoma Counties

The connecting transit services of the District, MCTD, Santa Rosa, Petaluma, and Sonoma County Transit combined with extensive commuter park-and-ride lots cover all urbanized areas of Marin and Sonoma counties.

In San Francisco, the District's transit system serves the downtown Financial District and Civic Center areas. On route, service is provided to the Presidio, Marina, Van Ness/Russian Hill, Geary Boulevard, South of Market, and North Beach areas of San Francisco. Connections with Muni provide GGT passengers with access to the entire city.

The District is addressing the growing demand for bicycle access to public transit. Natural topographical obstacles within the District's service area (waterways and hills) limit the use of bicycles. Bicyclists seek to use transit as a means of overcoming these obstacles. The District has allowed bicycles in buses on its two regional bus Routes 40 and 80. District is installing exterior bike racks on the front of all 40-foot and smaller GGT buses to encourage using bicycles to access the transit network. Bicycles are currently allowed inside Route 40 buses only on a space-available basis. In addition to bicycles in and on buses, District has installed over 40 bicycle racks at selected bus stops in Marin and Sonoma counties. Also, Golden Gate Ferry provides 25 bike racks on each Spaulding vessel, 15 racks on the M.V. Del Norte, as well as space for 21 bicycles at LFT. There have been reports of racks being overcrowded, but District does not have a monitoring program to confirm these reports and will have to develop one to identify the need to expand bike storage capacity. The 1996 LFT Access Improvement Study recommended off-site bicycle access improvements, which District staff has been pursuing with responsible local jurisdictions.

Standard 2.a.4 – Comply with FTA Circular 4702.1 “Title VI program Guidelines for FTA Recipients”

District prepares a Title VI report every three years in accordance with FTA guidelines. District transmitted to FTA an updated Title VI report in September 1997 and will do so again in 2000.

Standard 2.a.5 – Prepare an Emergency Operations Plan and Provide Support to the Transit Response Plan

Over the past year, District Environmental Health and Safety Department coordinated efforts resulting in implementation of an Emergency Operations Plan. The Plan addresses internal policy in the event of an emergency and outlines coordination with other transit agencies and governmental responders. An EOC was established at the San Rafael bus facility and equipped. An EOC team of District staff was trained. District EOC participated in a region-wide functional exercise sponsored by MTC. The Plan document is still in draft form and will be completed and transmitted to MTC in FY 1999/2000.

Standard 3.a.1 – Utilize All Available Sources of Operating Subsidy

In FY 1997/98, the District received transit operating subsidies from federal sources: FTA Sections 5307 and 5311; and from local sources: Marin and Sonoma County TDA and Marin County general funds. California STA funds are available for subsidizing both transit operations and capital projects. In FY 1998/99, the District changed its policy and chose to use STA funds primarily as operating subsidy. (A small portion of STA funds is used to subsidize paratransit capital needs in Marin County.) In recognition of the contribution of Golden Gate Bridge toll revenue from San Francisco registered vehicles which goes towards subsidizing District transit services oriented to the needs of North Bay residents, the District does not seek local San Francisco sources of subsidy.

The District-adopted policy concerning the subsidy of new transit services calls for cost sharing by local public and private entities directly benefiting from any new services. At present, the District does not receive operating assistance from private businesses, but does receive an added increment of Sonoma County TDA funds to support Route 90 bus service.

District staff is not aware of any other reasonably available sources of operating subsidy.

Standard 3.b.1 – Cover at Least 33 Percent of Operating Expenses with Operating Revenue

The operating ratios (total operations generated revenue not including subsidies divided by total operating expense not including depreciation), and sources of subsidy and their ratios to operating expenses for the transit services provided by the District are shown in **Exhibit 2-7**.

The operating ratio for the GGT bus system in FY 1997/98 was 33.56 percent. The reported operating ratio for ferry was 34.37 percent. Bus operating expense includes the net cost of purchased transportation services, including paratransit. Ferry feeder bus revenues and expenses are included in the ferry system.

The operating ratio for the combined bus and ferry systems in FY 1997/98 was about 34 percent (1 percent above standard). Conversely, approximately 66 percent of operating expenses were covered by subsidy. Less than 1 percent of the 66 percent came from federal operating grants. Less than 1 percent of the 66 percent came from the state (regional STA allocated by MTC for operation of Route 40 bus service). About 19 percent came from local funds (including state-collected TDA). About 46 percent of the transit subsidy was provided from Golden Gate Bridge revenues. The federal subsidy continues to decrease. Local TDA subsidy, derived from retail sales taxes, increased over the previous year due to a continuing general economic upturn. The Bridge toll subsidy, which covers the balance between transit expenses and revenues, increased to over \$27 million. In addition, Bridge revenues provided over \$1 million of capital funding for transit improvements in FY 1997/98.

Standard 3.b.2 – Equalize For Services throughout the System the Deficit (subsidy) Per Passenger Mile

Exhibit 2-8 shows the deficit per passenger mile in FY 1997/98 for all bus (\$0.248 average) routes. There exists significant disparity between routes. However, variability is reduced within basic and commute service categories, which are the bulk of GGT services. Basic bus routes (excluding recreational Routes 63 and 65, which are currently sustained by a federal subsidy) had deficits per passenger mile between \$0.12 and \$0.43. Transbay (suburb to central business district) commute bus routes (excluding shuttles) had values between \$0.14 and \$0.44. The two Sonoma-Marin (suburb to suburb) commute bus routes, 71 and 75, had values of \$0.54 and \$0.37, respectively. Deficits per passenger mile for ferry feeder bus routes fall within a wide range of \$0.91 to \$5.91. Deficits for feeder routes are high since no ferry fare is attributed to the services and the services are provided during peak periods. Local bus routes, which are operated for and designated by Marin County Transit District, have widely dispersed values from a surplus of \$0.05 to a deficit of \$16.91.

The deficit per passenger mile for the ferry system was \$0.47. The District does not maintain a full cost methodology for allocating operating deficits between its two ferry routes.

Standard 3.c.1 – Provide Efficient Services that Produce At Least 20 Passenger Miles per Bus Revenue Mile and 150 Passenger Miles per Ferry Revenue Mile

Exhibit 2-8 also shows the ratio of passenger miles to revenue vehicle miles in FY 1997/98 for all bus and ferry routes. Most commute routes met the 20 passenger miles per revenue vehicle mile standard. Transbay commute Route 8, Route 28, Route 58, and Route 78 were below standard. Sonoma/Marin commute Route 71 and Route 75 were below standard. Local and basic routes carry significant numbers of passengers, but passengers ride shorter distances than on transbay commute routes. In November 1998, transbay basic route 10 efficiency was improved by changing its southern terminus to Sausalito on weekdays to shorten the route by about 10 miles in recognition of the basic bus rider travel pattern. Only local Routes 27 and 35 met the standard.

Ferry feeder bus routes did not meet the bus standard and the ferry system did not meet the 150 passenger miles per revenue vessel mile standard. Standard 3.c.2 has been developed to further evaluate bus routes within the context of their service type.

Standard 3.c.2 – For Each Bus Service Type: Basic, Commute, Ferry Feeder, and Local, There is a Separate Standard Based on Average Route Performance for the Fiscal Year

Three measures are evaluated: passengers per trip, fare recovery, and passengers per deficit dollar. A composite score of 1.0 is average. Routes with average or above scores are performing at or above standard. Routes with scores between 0.8 and 1.0 are acceptable. Routes with scores between 0.6 and 0.8 should be reviewed for improvement. Routes with scores below 0.6 are subject to adjustment or curtailment.

Exhibit 2-9 is a series of four figures which show GGT bus route composite performance by service type for FY 1997/98. For basic bus routes, Routes 30 and 90 fall in the review for improvement range and Routes 63 and 65 the range for adjustment or curtailment. For commute bus routes, Routes 28, 75, and 78 are identified for improvement. Routes 71 and 93 are in the range for adjustment or curtailment. For ferry feeder bus routes, Routes 25, 37, 41, and 51 should be reviewed for improvement. Routes 13, 29, and 31 should be reviewed for possible adjustment or curtailment. For local bus routes, which are controlled by MCTD, Routes 21 and 47 are in the range for further review. Routes 21, 33, 39, 49, and 53 are identified as having the lowest performance.

Of the bus routes identified as having the lowest performance, basic Routes 63, 65, and 90 and local Routes 21, 33, 39, 49, and 53 had external sources of operating subsidy. (MCTD cancelled Route 53 in September 1998 because of its poor performance.) In addition, of the bus routes identified as having the lowest performance, basic Route 30, commute shuttle Route 93 and ferry feeder Routes 29, 31, 41, and 51 shared buses and drivers with other “inter-lined” bus services. These routes are weekday off-peak services or peak shuttle services which are provided at marginal expense due to sharing of resources. Their individual adjustment would not be expected to result in significant cost savings. Collectively, however, their adjustment or curtailment could produce significant cost savings. Routes 13, 28, 71, 75, and 78 required a commitment of dedicated buses and operators. Individual adjustment of these services could be expected to result in labor as well as mileage-related cost savings. (District cancelled feeder bus Route 29 in March 1998 and reduced service on Routes 13, 31, 41, and 51 in September 1998.) A detailed discussion of corrective actions for bus routes performing well below standard is provided in Part 3 of this Chapter.

Standard 3.d.1 – Balance the Operating Deficits of Services Provided to Marin and Sonoma Counties with Available Operating Subsidies Derived from the Counties

The District's allocation of services and subsidies is shown in **Exhibit 2-10**. It reveals the state of imbalance between Marin and Sonoma transit service deficits and available funds generated by Marin and Sonoma counties during FY 1997/98. Sonoma County's contribution towards the subsidy of GGT Sonoma County service was relatively less than that contributed by County of Marin for GGT Marin County service. This was addressed with a July 1, 1998 transit fare increase that included an approximate 7 percent surcharge for bus services in Sonoma County.

Standard 3.e.1 – Develop an Annual Expense Budget that is within 5 Percent of Actual Expenses

As shown in **Exhibit 2-11**, the Bus Division's estimated FY 1997/98 operating expense was within the 5 percent standard. The Ferry Division over budgeted by more than 10 percent.

Standard 3.e.2 – Hold the Annual Increase in Cost per Service Hour (Cost Rate) within the General Rate of Inflation

As shown in **Exhibit 2-11**, for the period ending FY 1997/98, the average three-year increase in the bus cost rate (\$104.35 per hour) was 2.0 percent per year. This rate compared to a general Consumer Price Index expense inflation rate of 2.8 percent, thus meeting the standard. An increase in operations productivity in FY 1997/98, as measured by the ratio of vehicle hours to employee work hours, may have contributed. Ferry cost rate (\$1,060.31 per hour) increased 3.6 percent per year in the three year period ending FY 1997/98 compared to 2.8 percent inflation. This occurred despite improved maintenance productivity in FY 1997/98 as measured by the ratio of employee hours to vessel miles.

Standard 3.e.3 – Keep Operating Costs per Passenger/Passenger Mile in Balance with Cost per Service Hour (Cost Rate)

Also shown in **Exhibit 2-11**, for the period ending FY 1997/98, the average three-year expense per passenger-mile for the bus system (\$0.33) increased 2.6 percent, while the cost rate increased 2.0 percent. A higher percentage of bus passengers are making short local bus trips. During FY 1998/99 the Bus Division has procured and is installing a computer-based scheduling and runcutting system in an attempt to improve the operating cost efficiency of bus services. Preliminary results are positive, beyond expectations. The ferry system decreased its average expense per passenger mile (\$0.72) by 3.3 percent as the longer Larkspur ferry route increased patronage.

Standard 3.f.1 – Annual Increase in Paratransit Cost Per Total Service Hour Should Be Held within the General Rate of Inflation

The District's intercounty paratransit service is operated by MCTD's paratransit contractor WSW. As part of its agreement, MCTD negotiates WSW's rate each year in cooperation with the District. WSW's cost structure benefits from its status as a non-profit social service agency. Paratransit performance is presented in Exhibit 2-12.

WSW began operating the District's intercounty paratransit service at \$39 per total hour in FY 1993/94. This was lowered to \$35 per total hour in FY 1994/95, and was held to \$39.39 for FY 1995/96 through FY 1997/98. District negotiated decreases in the cost rate for FY 1998/99 to \$34.31. Increases in service provided, fuel costs, and operating improvements have resulted in an effective rate for FY 1999/2000 of \$36.29 per hour. Although the FY 1999/2000 effective per-hour increase of \$1.98 (5.8 percent) exceeds the July 1999 Bay Area Consumer Price Index of 3 percent, FY 1999/2000 cost rate continues to be under the average cost rate per hour (\$37.54) in effect since the inception of the program.

Standard 3.f.2 – Increase the Number of Passengers Transported per Paratransit Vehicle Total Service Hour

Due to the nature of the long trips and dispersed trip origins and destinations involved in the provision of the District's intercounty paratransit service (25.6 miles per passenger compared with 6.1 average miles per passenger for Marin local service), passengers are much less likely to share paratransit rides resulting in relatively low productivity for this service. For example, during its first year (FY 93/94), the intercounty service averaged 0.57 passengers per total hour compared to 1.58 for the Marin local paratransit service.

The service went from 0.57 passengers per total hour in FY 1993/94 to 0.56 passengers per total hour in FY 1994/95. Then in FY 1995/96, the service achieved a 21 percent increase in efficiency to 0.68 passengers per total hour. In FY 1996/97 efficiency returned to its earlier level at 0.59 passengers per total hour. Efficiency improved to 0.61 in FY 1997/98 and to 0.64 in FY 1998/99.

Standard 3.f.3 – Minimize the Ratio of Paratransit Total Service Hours to Revenue Hours

Revenue hours are the number of hours that a vehicle is available to the public. Total service hours includes revenue hours, plus the hours that the paratransit vehicle operates en route to or from revenue service directly related to positioning the vehicle for revenue service, and including those hours operated between the dispatching point and passenger pick-up or drop-off, when there is no reasonable expectation of carrying passengers.

At the start of intercounty service, the ratio of total hours to revenue hours was 1.23. The ratio has steadily increased, from a 1.68 in FY 1994/95, to 2.13 in FY 1995/96, to 2.23 in FY 1996/97, to 2.27 in FY 1997/98, and to 2.37 in FY 1998/99. This increase needs to be reversed and with the availability of the new computerized scheduling system as an analysis tool, District staff will be working with MCTD and WSW to investigate the operational issues associated with and identify standards that will result in a reversal of this trend.

Standard 3.f.4 – Maintain or Reduce the Operating Cost of Providing Paratransit Service to Each Passenger

Operating cost per passenger is directly related to the total hours required for each trip and the rate per hour that it costs the District. The more passengers that can share rides, the more the operating cost per passenger is reduced. During the first year of intercounty service, the net cost per passenger (expense minus fare revenue) excluding holiday premiums was \$64.11. The operating costs per passenger in FY 1994/95 increased slightly to \$64.58, but then decreased to \$53.60 in FY 1995/96. Costs increased again in FY 1996/97 to \$62.61 per passenger, but decreased to \$60.07 in FY 1997/98. With the negotiation of a lower cost rate in FY 1998/99, the cost per passenger decreased to \$48.78 and is projected to be \$54.73 in FY 1999/2000.

Standard 4.a.1 – Limit Fixed Route Transit Trip Cancellations to One Percent of Scheduled Service

As shown in **Exhibit 2-11**, during FY 1997/98, 0.08 percent of scheduled bus trips to be operated were canceled. Of the scheduled trips, 0.07 percent were canceled due to a lack of bus operators and uncontrollable operating events such as traffic congestion and 0.01 percent were canceled due to mechanical failures.

In FY 1997/98, 0.57 percent of scheduled ferry trips were cancelled. Mechanical problems caused 0.13 percent cancellations. No trips have ever been cancelled due to lack of vessel master and crew. Annual maintenance drydocking caused the remaining 0.44 percent cancellations.

Standard 4.a.2 - Operate Bus Service No More than Five Minutes Behind Schedule nor One Minute Ahead of Schedule 90 Percent of the Time, and Operate Ferry Service No More Than Five Minutes Behind Schedule in Peak Periods and Ten Minutes in Off-Peak Periods 95 Percent of the Time.

FY 1997/98 bus performance was 90.7 percent on-time as shown on **Exhibit 2-11**. Unpredictable traffic congestion on U.S. Highway 101 and major arterial roadways, like Sir Francis Drake Boulevard, continues to threaten schedule reliability. Completion of Highway 101 HOV lanes and addition of arterial HOV lanes hold potential for improving bus schedule reliability.

In FY 1997/98, 99.0 percent of ferry trips operated on time. Ferry on-time performance is comparable to that of exclusive, fixed guideway (rail) systems.

Standard 4.a.3 – Limit the Frequency of Bus Road Failures to One in Every 20,000 miles and Ferry In-Service Mechanical Failures to One in Every 10,000 Miles

As shown in **Exhibit 2-11**, the bus road-call rate during FY 1997/98 was one road-call every 20,812 miles. This industry-leading level of performance reflects the District's commitment to a high-quality preventive maintenance program. The District's four ferry vessels experienced mechanical failures once every 10,305 miles in FY 1997/98. The District's bus and ferry maintenance programs are described in **Appendix D**.

Standard 4.b.1 – Maintain Sufficient Capacity to Provide a Seat for Every Passenger on Commuter Services

Transbay commute bus capacity (the number of scheduled bus trips) was reduced by five trips in FY 1997/98 compared to FY 1996/97 in response to decreasing ridership. An average of 183 transbay commute bus trips were operated per weekday into San Francisco during the 6:00 a.m. to 10:00 a.m. commute period during FY 1997/98. There were an average of 59 standees (1.04 percent of 5,666 daily commute passengers). The load (ratio of passenger to seats) factor was about 70 percent of seating capacity. Thus, despite seats being generally available system-wide, overloading of individual bus trips occurs. Three more trips were discontinued in FY 1998/99 as average ridership has dropped through March 1999. There has been an average of 83 standees (1.48 percent of 5,598 daily commute passengers) on 180 transbay commute bus trips.

Seating capacity has rarely been an issue with the ferry system. However, in September 1998 a new 325-seat fast ferry vessel was placed into Larkspur ferry service. Although existing passenger loads were carefully considered in selecting the service schedule for this ferry, the fast ferry exceeded patronage expectations resulting in an overcrowding problem. A backup bus is currently assigned to transport to San Francisco passengers who exceed the seating capacity of the vessel.

Exhibit 2-11 shows that, in FY 1997/98, the District's bus and ferry systems averaged peak directional load factors of about 62 percent and are meeting the minimum standard for service effectiveness of 50 percent passenger load factor.

Standard 4.b.2 – Decrease the Rate of Complaints per Passenger

As shown in **Exhibit 2-11**, the Bus Division received about 24.14 complaints per 100,000 passenger trips in FY 1997/98, an increase from 23.91 the previous year, continuing an upward trend that began in FY 1993/94. The vast majority of complaints (23.29) concern service delivery.

The Ferry Division received 0.58 complaints per 100,000 passenger trips. This was a substantial decrease from the previous year and illustrates a high level of ferry passenger satisfaction.

Standard 4.c.1 – Reduce the Rate of Accidents

The bus system accident rate in FY 1997/98 worsened considerably from 158,569 to 95,047 miles between accidents. As shown in Exhibit 2-11, this reverses an upward trend of safe driving that began in FY 1991/92. There were a total of 31 accidents on the ferry system during FY 1997/98, up from 26 the previous year.

Standard 4.c.2 – Increase the Average Operating Speed of Bus and Ferry Services. Provide Bus Stops from One-Quarter Mile to One Mile Apart

In general, commute bus routes offer direct service between a residential area and a work center. Most local and transbay basic bus routes do not provide direct bus service comparable to commute bus travel. These routes are designed to obtain maximum coverage over a wide area of dispersed travel origins and destinations to provide for basic mobility. Where heavy travel between major trip generators can be identified, the most direct routing possible is provided. As shown on Exhibit 2-11, average operating speed of the bus system has decreased to less than 18 miles per hour.

During weekday commute hours, buses and cars alike are delayed due to traffic congestion on U.S. Highway 101 in Marin and Sonoma counties. Continuous HOV lanes through the congested areas will reduce commute bus travel times. Caltrans constructs HOV lanes as requested by the counties and as funding permits. Marin County has given the highest priority to constructing HOV lanes in the gap between existing HOV lanes in central and southern Marin. Caltrans is preparing to start construction of a southbound only HOV lane in 2000. Estimated completion is 2002.

District is initiating in FY 2000 a study of an arterial roadway HOV lane to improve bus travel time on the congested eastbound Sir Francis Drake Boulevard approach to the LFT.

In FY 1997/98, average operating speed of the ferry system increased to 12.62 miles per hour. Ferry crossing times are determined by vessel and waterway characteristics. Larkspur ferry vessels have a maximum cruising speed of 20.5 knots, but operate at 8 knots through the Larkspur channel to lessen the waves of their wake. So the minimum crossing time is 45 minutes. The Sausalito ferry has a cruising speed of 15 knots, which it can sustain throughout its trip. Its minimum crossing time is 30 minutes. These crossing times are comparable to auto and bus travel times. MTC developed a Regional Ferry Plan, which recommended obtaining new ferry vessels for the Larkspur service. A new, twin hull vessel, which operates at 35 knots was purchased by District and placed in expanded Larkspur ferry service in September 1998. Ferry crossing time has been reduced to 30 minutes at Larkspur.

Standard 4.c.3 – Provide a Minimum Service Frequency of 30 Minutes or a Frequency Which is Commensurate with Service Demand

Transbay commute bus and ferry feeder bus services are provided throughout the urbanized portion of Marin County, within the most heavily traveled arterial road corridors. Transbay commute bus services are provided in the narrow suburban corridors between Santa Rosa and Petaluma along major highways. Service coverage is not as extensive in Sonoma County as it is in Marin County. The District operates transbay commute bus services on headways varying according to the patronage of each individual bus route. Present headways range from 2 minutes to 60 minutes. Headways in excess of 20 minutes are set to coincide with peak downtown San Francisco work start times on the hour or half hour between the hours of 6:00 a.m. to 9:00 a.m. and work stop times between 3:00 p.m. to 6:00 p.m. Services on all commute bus routes conform to this policy.

Transbay basic bus service is provided as a peak, mid-day, late night and weekend supplement to commute bus service and as a means of serving general intercounty and local mobility needs. Its coverage is not as extensive as commute service. Basic bus routes operate within the most heavily traveled corridors. Transbay basic bus routes operate on design headways of 30 minutes and 60 minutes depending on patronage, which varies according to the time of day. Typically, 30-minute headways are operated on weekdays with 60-minute headways on weekday nights and weekends. All basic bus routes conform to this design except for Routes 30, 60, and 70, which are supplemental services and Route 90, which serves the semi-rural Sonoma Valley. These routes have relatively low transbay patronage at the present time.

Recreational bus service coverage and headways are determined by available funding and service demand. Typically, these routes operate as many buses as needed to meet passenger-load requirements. Buses transport riders to park and recreation areas in the morning and return in the afternoon. Local, state, and federal park agencies do not currently provide funding for transit services.

MCTD determines the level of funding for, and coverage of, local Marin bus services. Marin local service headways are by design similar to the transbay basic bus routes. Supplemental local services operate to coincide with school and other major trip-generator hours. Other transit operators provide local bus services in Sonoma and San Francisco counties.

Ferry service headways are in accordance with patronage levels as constrained by the availability of vessels. One vessel is assigned to Sausalito ferry service and provides a 70-minute peak headway. Headways are increased to 90 minutes in the off-peak. Three vessels are assigned to Larkspur service and provide a 30-minute peak headway. Headways are increased to 120 minutes in the off-peak. Like commute bus services, commute ferry trips are designed to coincide with San Francisco work start and stop times on the hour and half hour. Ferry-feeder buses operate to coincide with ferry arrivals and departures. With the new vessel added to Larkspur operation

in September 1998, peak headways were reduced to 15 minutes and off-peak headways were reduced to less than 60 minutes.

Standard 4.c.4 – Maintain Fares that are Competitive with the Cost of Private Automobile Travel

Monthly transbay commute costs by mode of travel are shown in **Exhibit 2-13**. Transbay transit fares are much lower than the total cost of traveling by auto. However, market research studies reveal that about 40 percent or more of auto users receive free parking or other subsidies from their employers and that most do not take ownership costs into consideration. Transbay transit fares are also significantly below automobile operating costs. For example, a commuter from Sausalito may perceive the monthly cost of driving by car to be \$112 (toll plus operation). This compares to \$74 per month on public transit, a monthly difference of \$38. The benefit of using public transit for longer distances is even greater. A commuter from Novato could save \$102 per month, and from Santa Rosa a savings of \$148 per month. Such economic benefits are an important selling point of District transit marketing.

Standard 4.d.1 – Cycle and Repair Lifts and Maintain Securements to Insure that No Vehicle with a Non-Operating Lift or Malfunctioning Securement is Used in Fixed Route Revenue Service

GGBHTD maintains in operative condition those features of facilities and vehicles that are required to make the vehicle and facilities readily accessible (i.e., vehicle lifts, securements, signage, and communication devices.) Features are repaired promptly if damaged or out of order, and reasonable steps are taken to accommodate individuals who would otherwise use those accessible features.

Mechanics inspect the vehicle lifts and securements at regular intervals, with maintenance and repairs conducted on as-needed basis or in response to a defect card submitted by a driver when a problem with the lift or equipment is encountered in operation of the service. Maintenance contracts are maintained with outside vendors to ensure the continued safe operation of the District's elevators for disabled and non-disabled users alike. Repair to signage and facility features are handled quickly by maintenance crews with items that cannot be repaired being replaced as soon as can be reasonably accommodated.

ADA requirements have been incorporated into GGT's training programs for its operators, mechanics, dispatchers, and other staff. Bus operator training includes a presentation by a member of the Advisory Committee on Accessibility who is disabled and a regular GGT user. The District has implemented procedures to ensure lift availability. Bus operators are instructed to cycle lift daily, preferably before the beginning of each run. If there is a problem with the lift before leaving the yard, the operator receives a new bus, and the problem bus is repaired before it is dispatched again. When problems are encountered on route, drivers are instructed to

immediately report to Central Dispatch. If unable to pick up or discharge a passenger because of a defective lift or other reason, the driver may not leave the stop until the problem is reported and he/she is advised as to how the passenger will be accommodated.

If a passenger with a disability cannot be accommodated and the next accessible vehicle on that route will be more than 30 minutes, a supplemental bus will be dispatched to transport the passenger. If GGT employees or equipment are not available to respond, the District implements emergency response procedures arranging for the operator of its intercounty ADA paratransit service, Whistlestop Wheels (or San Francisco's paratransit contractor if in the City) to transport the passenger.

The District maintains over 20 percent of its vehicles as spares to insure that no vehicles with non-operating lifts need to be used in revenue service.

Standard 4.d.2 – Do Not Deny Passengers Access to Fixed Route Vehicles when Accessible Equipment is Functioning Properly

When necessary, operators assist individuals with disabilities with securement systems and lifts. This includes leaving the driver's seat to provide assistance. People using canes, crutches, walkers, or who have difficulty climbing steps, are allowed to use all passenger lifts except the EE-141 model lifts on the Gillig bus. These lifts are recognized by the FTA as lifts with potential safety problems and the District has elected not to allow standees on these lifts.

Operators ensure that wheelchairs are secured on the coach using wheel clamps and y-straps. Operators do not deny service if the wheelchair device cannot be restrained satisfactorily by the vehicle's securement systems. Wheelchairs themselves need not be equipped with safety belts. Passengers may not refuse to have their wheelchairs secured by available securements. They may leave their wheelchair and occupy regular passenger seats if they so desire, however, the wheelchair must remain secured in the securement area.

Operators allow passengers with seeing eye dogs, certified working/companion dogs, or other service animals to board and to use the passenger lift on a bus. It is not necessary for passengers to show a pass with a picture of the passenger and the dog. If the passenger claims that the animal is a service dog, the operator allows the dog to board even if the passenger does not have a pass showing the dog.

Operators are not to refuse a passenger who uses a passenger lift to board or disembark from a coach at any designated stop, unless the lift cannot be deployed, the lift will be damaged if it is deployed, or temporary conditions preclude the safe use of the stop. Central Dispatch is notified immediately if the lift cannot be deployed under these conditions. Operators allow passengers with respirators or portable oxygen tanks to board buses.

Standard 4.d.3 – Bus Operators Shall Announce All Major Stops, Transfer Points, and All Requested Stops on Basic and Local Fixed Routes

Operators call out all major stops, transfer points, and requested stops at all times on all routes. In addition, GGT provides free of charge kits for visually impaired passengers and individuals with other disabilities (such as developmental disability) to display a route number and or destination information. This enables the vehicle operator to identify which route the passenger wants. Outside speakers are available to be used by the operator to announce to waiting passengers with visual impairments or other disabilities which route the bus serves.

Standard 4.d.4 – Provide Public Information and Communications in Accessible Formats Upon Request

GGT strives to provide adequate information to enable persons with disabilities to use and schedule its transportation services. Public information materials are provided in accessible formats upon request. Schedules are available in large size print and may be requested in Braille or audio formats. GGT bus and ferry schedules will also soon be available on disk. Assistive listening devices are made available for District meetings. Qualified sign language interpreters are available for public meetings upon request. GGT's telephone schedule and transit information service is also available through the California Relay Service and a TDD number.

Standard 4.d.5 – Provide Adequate Time for Fixed Route Vehicle Boarding and Disembarking

Operators are instructed to be sensitive to the needs of the elderly and persons with disabilities and that this might involve providing more time to enable them to board, disembark, and be seated. Operators must check to be sure that a wheelchair device is secured before proceeding.

Standard 4.d.6 – All Paratransit Trips Scheduled within One Hour Before or After the Desired Departure Time.

The regulations implementing the ADA allow transit operators to negotiate pick-up and drop off times to promote shared rides, but ADA paratransit eligible individuals are not required to accept a scheduled ride that begins more than one hour before or after the individual's desired departure time. If the transit operator cannot perform the ride within the one hour window on either side of the requested time, and the paratransit passenger finds the offered time unacceptable, the trip is considered a "denial" of paratransit service.

Since achieving full compliance with ADA requirements in December 1994, there have been no denials of District intercounty paratransit service.

Standard 4.d.7 – Paratransit Trip Travel Times of No More than Twice that of Comparable Fixed Route Service.

Since the installation of the new CPSS, WSW has developed statistical reports to assist in monitoring this and other ADA requirements and performance standards. CPSS compares the time of a specific ADA trip and the time of a comparable fixed route bus trip. As shown on **Exhibit 2-12**, 99.1 percent of paratransit trips in FY 1998/99 has travel times less than twice their fixed route counterparts.

Standard 4.d.8 – All Paratransit Trip Passenger Pick-Ups to Occur No Earlier than 15 Minutes Before and No Later than 30 Minutes After Scheduled Time.

Prior to implementation of the CPSS, on-time performance was monitored by MCTD utilizing surveys conducted on an as needed basis following receipts of complaints or indication of a potential problem. With implementation of the CPSS, more complete data is available to be used to monitor this standard. The CPSS is also programmed not to schedule trips that exceed parameters established by the operator. The original CPSS on-time parameter was that pick-ups should be within 15 minutes of the scheduled time. This proved to be too rigid a standard for the local service, eliminating a significant number of potential trips that could have been grouped, and not realistic in terms of the longer standard trip lengths of both the Marin local and District intercounty service. As a result, the 15-minute standard was subsequently changed to the more operationally compatible standard of 15 minutes before and 30 minutes after the scheduled time. On-time performance of the District's intercounty paratransit service was 92.0 percent in FY 1997/98 and through March 1999 is just below standard at 94.5 percent as shown on **Exhibit 2-12**.

Standard 4.d.9 – No Requested Paratransit Trips Should Be Denied or Missed.

As discussed under Standard 4.d.6, since achieving full compliance with ADA requirements in December 1994, sufficient paratransit capacity has been provided by the District for the intercounty paratransit services to operate with no denials.

Standard 4.d.10 – District Paratransit Services Should Be Coordinated with All Adjoining Transit Operators' Paratransit Services

The District was the first transit operator in the Bay Area to begin providing regional intercounty ADA paratransit trips and to initiate discussions with adjoining paratransit operators to provide extended or transfer paratransit trips. As adjoining transit operators have achieved full compliance and become able to provide a connecting ride, WSW has initiated the following arrangements. Either continue in service and provide an extended ride to the passenger into the adjoining operator's service area, eliminating the need for a transfer; or, transfer the passenger to a paratransit vehicle of the adjoining operator at a designated transfer point. Preliminary transfer procedures and arrangements have been developed which in certain ways may differ depending on the adjoining transit operators. The Regional Transit Coordinating Council Accessibility Committee's Interagency Coordination Subcommittee has developed uniform standards and

procedures for coordinated paratransit trips, which have been adopted by MTC as part of its Transit Coordination Plan. District participation in this plan is further described in **Appendix A**.

Standard 4.d.11 – Paratransit Service Should Be Provided to All Passenger Origins and Destinations within ADA Required Three-Quarter-Mile Service Area

The District has met this requirement since FY 1995/96. The intercounty ADA paratransit service area has been established as three-quarters of a mile on either side of GGT's non-commute fixed route bus services in San Francisco and Sonoma County and weekend West Marin service. Within Central and Eastern Marin, intercounty paratransit trips are provided consistent with the historical service area operated by WSW for MCTD which covers the urbanized area of the County. This service area meets or exceeds the requirements of the ADA. CPSS (which is operated utilizing base mapping software) enables WSW to readily determine the location of a pick-up or drop-off point relative to this ADA service boundary.

Standard 4.d.12 – Reservations Should Be Accepted and Scheduled During Normal Business Hours for Next Day Service

Since Spring, 1994, reservations have been accepted by WSW seven days per week during normal business hours for next day paratransit service.

Standard 4.d.13 – Paratransit Service Should Be Provided During All Days and Hours When Fixed-Route Service is in Operation

The District operates core paratransit service hours from 5:00 a.m. to midnight in the majority of its service area with extended hours available when needed. Service hours are limited in the following areas to reflect the corresponding fixed route schedule:

1. Service to the City of Sonoma (Route 90)
2. Service to the East Bay (Route 40)
3. Weekend service to West Marin (Routes 63/65)

Standard 4.d.14 – Reduce Number of Paratransit No Shows and Cancellations

When a passenger schedules a trip and then is a "no-show" – passenger is not at pick-up location when vehicle arrives, or "cancellation" – passenger cancels trip and the vehicle cannot be reassigned, service capacity is wasted and expense is needlessly accrued.

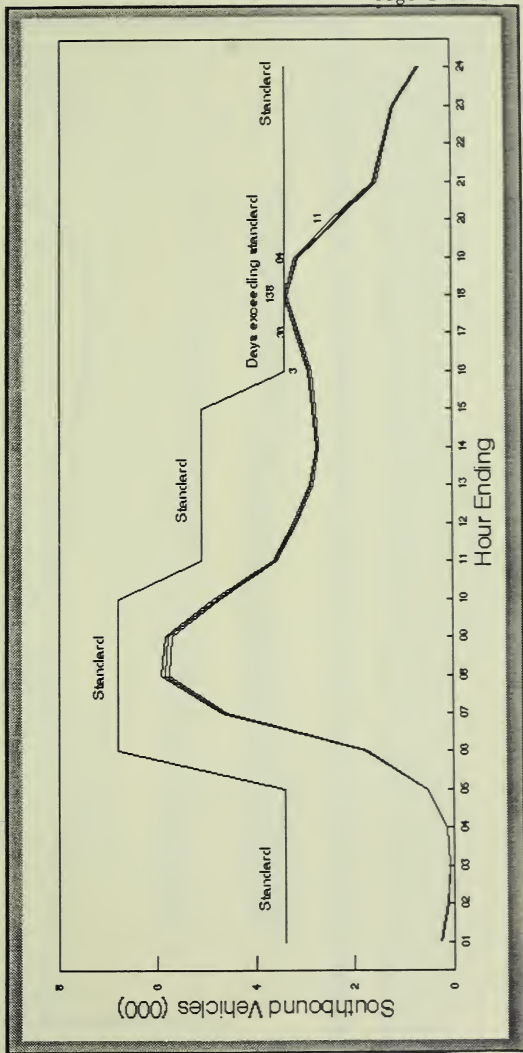
With installation of the CPSS system, District, MCTD, and WSW staffs worked with the disabled community to develop procedures (as done by other agencies) to minimize avoidable no shows and cancellations. These were incorporated into a paratransit riders' consumer guide, which was published in June 1998. As a result of the guide, the number of no shows has decreased from 1.6 percent to 1.1 percent of the scheduled rides. The number of cancellations has decreased from 18.6 percent to 17.7 percent of the scheduled rides in FY 1998/99.

THE GOLDEN GATE BRIDGE

Average Hourly Southbound Traffic - Fiscal Year 1998

WEEK DAY AVERAGE SOUTHBOUND VEHICLES ACROSS HOURS OF THE DAY

	SOUTHBOUND VEHICLES BY CROSSING HOUR																								Weekday
	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	All Day
Mean	289	130	91	135	830	1,740	4,857	5,840	5,775	4,808	3,834	3,195	2,896	2,745	2,612	2,605	3,145	3,373	3,172	2,331	1,546	1,332	1,199	635	58,865
Upper 95 CI	274	133	93	137	837	1,772	4,710	5,918	5,851	4,871	3,874	3,235	2,936	2,778	2,650	2,632	3,170	3,400	3,214	2,422	1,592	1,381	1,197	654	60,348
Lower 95 CI	289	127	90	133	824	1,726	4,995	5,764	5,694	4,746	3,808	3,166	2,832	2,712	2,773	2,603	3,107	3,345	3,130	2,291	1,500	1,322	1,136	613	56,472
Standard	3,400	3,400	3,400	3,400	3,400	6,800	6,800	6,800	6,800	6,800	5,100	5,100	5,100	5,100	5,100	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400	3,400

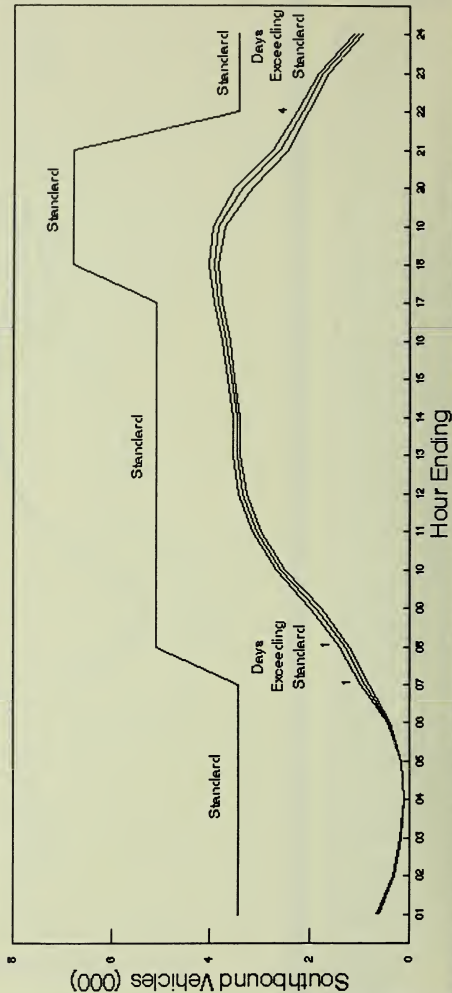


THE GOLDEN GATE BRIDGE

Average Hourly Southbound Traffic - Fiscal Year 1998

WEEKEND & HOLIDAY AVERAGE SOUTHBOUND VEHICLES ACROSS HOURS OF THE DAY

	SOUTHBOUND VEHICLES BY CROSSING HOUR																								Vehicle Day
	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	All Day
Mean	662	317	177	114	165	421	668	1306	1900	2506	3057	3332	3482	3454	3586	3663	3634	3626	3626	3327	2585	2136	1736	1037	51466
Upper 95 CI	668	324	185	116	172	447	675	1411	2019	2659	3136	3400	3516	3521	3647	3740	3620	4024	3906	3511	2746	2291	1841	1120	52727
Lower 95 CI	619	300	170	110	157	395	660	1206	1767	2477	2976	3265	3386	3387	3488	3577	3748	3637	3888	3142	2425	2018	1634	663	50296
Standard	3400	3400	3400	3400	3400	3400	3400	5100	5100	5100	5100	5100	5100	5100	5100	5100	5100	6600	6600	6600	6600	3400	3400	3400	



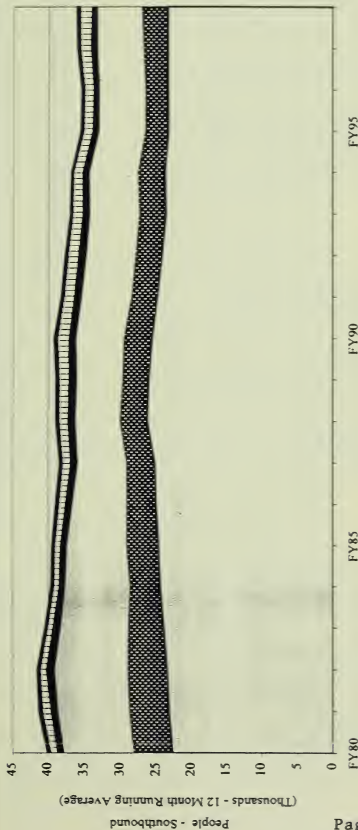
GOLDEN GATE BRIDGE

People Crossings (Thousands) - Southbound - By Mode - Monday 6 AM to 10 AM
12 Month Running Average

PEOPLE (000) BY MODE

MODE	FY80	FY81	FY82	FY83	FY84	FY85	FY86	FY87	FY88	FY89	FY90	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98
Drive Alone/SR I	22.7	23.3	23.5	24.0	24.5	24.7	25.0	25.2	26.2	26.0	25.6	24.8	24.2	23.6	23.7	23.2	23.3	23.3	23.3
Car/Van Pool	5.4	5.5	5.4	4.9	4.2	4.4	4.1	3.9	3.8	3.6	3.9	3.6	3.7	3.7	3.8	3.2	3.1	3.4	3.6
Golden Gate Bus	9.6	9.9	10.2	9.4	9.0	8.3	7.6	6.8	6.2	6.4	6.7	7.0	6.9	6.9	6.8	6.6	6.5	6.5	6.3
Other Bus	1.0	1.0	1.2	1.1	0.9	0.9	1.0	1.0	1.1	1.1	1.0	1.0	1.1	1.0	1.0	0.9	0.8	0.9	0.8
Golden Gate Ferry	0.8	1.2	0.9	0.8	0.7	0.8	0.9	1.1	1.2	1.4	1.6	1.5	1.4	1.4	1.3	1.2	1.3	1.5	1.6
Other Ferry	0.5	0.5	0.4	0.3	0.3	0.3	0.4	0.4	0.4	0.4	0.4	0.3	0.3	0.3	0.2	0.3	0.3	0.4	0.4
All Modes	40.1	41.4	41.6	40.5	39.6	39.5	39.0	38.4	39.0	38.9	39.2	38.2	37.6	36.9	36.8	35.5	35.2	36.0	36.1

Note: FY Total from Jan 2nd (one 1) to Jan (one)



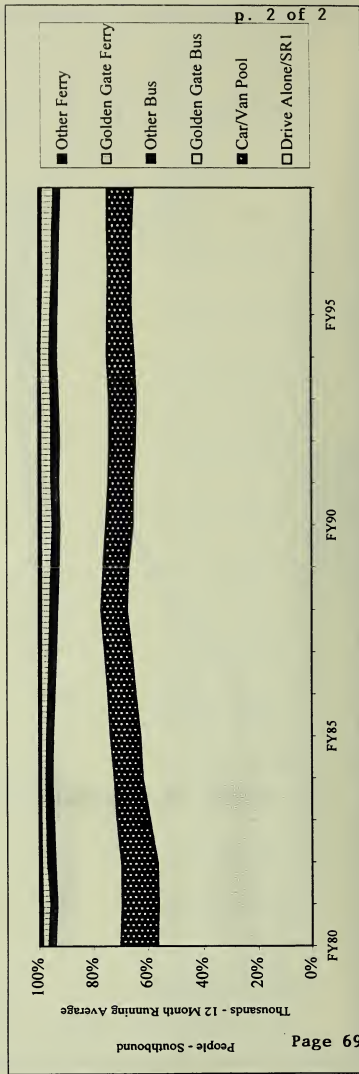
GOLDEN GATE BRIDGE

People Crossing Mode Split - Southbound - Monday 6 AM to 10 AM
12 Month Running Average

MARKET SHARE

MODE	FY80	FY81	FY82	FY83	FY84	FY85	FY86	FY87	FY88	FY89	FY90	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98
Drive Alone/SRI	56.6%	56.3%	56.6%	59.2%	61.8%	62.5%	64.2%	65.6%	67.3%	66.8%	65.2%	64.9%	64.2%	63.9%	64.4%	65.5%	65.4%	65.4%	64.8%
Car/Van Pool	13.5%	13.2%	13.1%	12.1%	10.5%	11.2%	10.4%	10.2%	9.8%	9.4%	10.0%	9.4%	9.7%	10.0%	10.3%	9.0%	8.9%	9.2%	9.9%
Golden Gate Bus	23.9%	24.0%	24.4%	23.3%	22.8%	21.0%	19.5%	17.7%	16.0%	16.3%	17.1%	18.3%	18.4%	18.7%	18.5%	18.5%	18.4%	17.8%	17.3%
Other Bus	2.5%	2.4%	2.9%	2.7%	2.2%	2.4%	2.5%	2.6%	2.7%	2.9%	2.6%	2.7%	3.0%	2.7%	2.6%	2.5%	2.2%	2.5%	2.4%
Golden Gate Ferry	2.1%	3.0%	2.1%	1.9%	1.9%	2.0%	2.4%	2.9%	3.2%	3.5%	4.1%	3.8%	3.8%	3.9%	3.6%	3.5%	3.6%	4.0%	4.5%
Other Ferry	1.3%	1.2%	1.0%	0.8%	0.8%	0.9%	1.0%	1.0%	1.1%	1.0%	1.0%	0.9%	0.9%	0.8%	0.6%	0.9%	1.0%	1.0%	1.1%
All Modes	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Note: FY(nm) from Jul (nm-1) to Jun (nm)



BAY AREA WORK TRIPS

Total and Transit Share

ALL WORK TRIPS

RESIDENCE	COUNTY OF WORK									TO ALL COUNTIES
	San Fran	San Mateo	Santa Clara	Alameda	C-Costa	Solano	Napa	Sonoma	Marin	
San Fran	307,400	32,556	7,897	19,124	5,971	377	121	482	5,057	378,985
San Mateo	79,022	201,506	43,044	13,229	4,783	183	0	117	1,406	343,296
Santa Clara	7,594	32,036	710,365	24,266	10,850	121	34	116	426	785,808
Alameda	60,797	26,666	52,449	446,162	35,521	1,328	211	487	2,732	626,353
C-Costa	47,714	7,867	5,917	83,525	239,908	6,065	453	428	3,280	395,157
Solano	9,829	2,577	986	10,326	20,919	97,477	5,492	1,105	1,913	150,624
Napa	1,044	286	103	1,087	1,813	5,805	38,431	1,642	549	50,760
Sonoma	8,357	1,528	388	1,839	1,439	1,310	2,033	155,802	15,345	188,061
Marin	33,690	3,239	556	5,256	3,442	845	189	3,230	73,235	123,672
ALL	555,447	308,261	821,705	604,814	324,646	113,511	46,964	163,399	103,963	3,042,710

WORK TRIPS BY TRANSIT

RESIDENCE	COUNTY OF WORK									TO ALL COUNTIES
	San Fran	San Mateo	Santa Clara	Alameda	C-Costa	Solano	Napa	Sonoma	Marin	
San Fran	116,608	3,563	603	4,850	1,450	18	0	37	564	127,693
San Mateo	16,476	6,349	1,531	842	353	0	0	9	25	25,585
Santa Clara	1,985	1,497	19,194	431	272	0	0	0	0	23,379
Alameda	28,797	1,009	806	29,965	2,141	6	0	0	56	62,780
C-Costa	20,135	332	54	6,200	4,411	10	0	0	68	31,210
Solano	1,328	269	20	384	215	1,255	42	0	9	3,522
Napa	81	16	0	26	16	101	316	0	0	556
Sonoma	2,809	122	0	53	18	58	8	1,783	210	4,261
Marin	10,119	132	0	244	84	11	0	20	2,179	12,789
ALL	197,538	13,289	22,208	42,995	8,960	1,459	366	1,849	3,111	291,775

PERCENT WORK TRIPS BY TRANSIT

RESIDENCE	COUNTY OF WORK									TO ALL COUNTIES
	San Fran	San Mateo	Santa Clara	Alameda	C-Costa	Solano	Napa	Sonoma	Marin	
San Fran	37.9%	10.9%	7.6%	25.4%	24.3%	4.8%	0.0%	7.7%	11.2%	33.7%
San Mateo	20.8%	3.2%	3.6%	6.4%	7.4%	0.0%	N/A	7.7%	1.8%	7.5%
Santa Clara	26.1%	4.7%	2.7%	1.8%	2.5%	0.0%	0.0%	0.0%	0.0%	3.0%
Alameda	47.4%	3.8%	1.5%	6.7%	6.0%	0.5%	0.0%	0.0%	2.0%	10.0%
C-Costa	42.2%	4.2%	0.9%	7.4%	1.8%	0.2%	0.0%	0.0%	2.1%	7.9%
Solano	13.5%	10.4%	2.0%	3.7%	1.0%	1.3%	0.8%	0.0%	0.5%	2.3%
Napa	7.8%	5.6%	0.0%	2.4%	0.9%	1.7%	0.8%	0.0%	0.0%	1.1%
Sonoma	24.0%	8.0%	0.0%	2.9%	1.3%	4.4%	0.4%	1.1%	1.4%	2.3%
Marin	30.0%	4.1%	0.0%	4.6%	2.4%	1.3%	0.0%	0.6%	3.0%	10.3%
ALL	35.6%	4.3%	2.7%	7.1%	2.8%	1.3%	0.8%	1.1%	3.0%	9.6%

Shaded trips are supported by either GG Ferry Service, and/or some combination of Basic, Commute, or Club Bus Service.

COMMUTER FORECASTS IN GOLDEN GATE SERVICE AREA

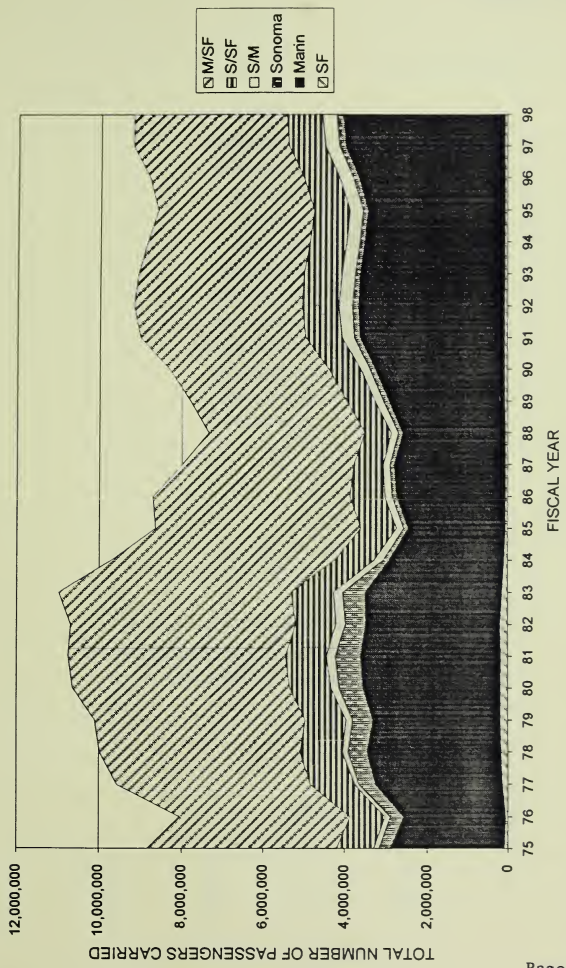
County of Residence	County of Work	Cross Golden Gate	MTC Commuter Forecast Across Years			Change in Commuters In Intervals	
			1990	1998	2010	90-98	98-10
Alameda	Marin		2,723	3,244	3,678	521	434
Alameda	Sonoma		487	661	764	174	103
Contra Costa	Marin		3,280	4,169	4,493	889	324
Contra Costa	Sonoma		428	658	737	230	79
Marin	Alameda		5,256	4,546	5,118	(710)	572
Marin	Contra Costa		3,428	2,897	3,470	(531)	573
Marin	Marin		72,941	78,449	87,314	5,508	8,865
Marin	San Francisco	Yes	33,656	29,837	31,984	(3,819)	2,147
Marin	Sonoma		3,179	3,780	4,164	601	384
San Francisco	Marin	Yes	5,006	5,950	7,036	944	1,086
San Francisco	Sonoma	Yes	468	633	734	165	101
Sonoma	Alameda		1,839	1,522	1,976	(317)	454
Sonoma	Contra Costa		1,425	1,161	1,571	(264)	410
Sonoma	Marin		15,352	16,304	21,211	952	4,907
Sonoma	San Francisco	Yes	8,357	7,006	8,692	(1,351)	1,686
Sonoma	Sonoma		154,324	176,792	226,329	22,468	49,537

GOLDEN GATE TRANSIT COMMUTE POSSIBILITIES

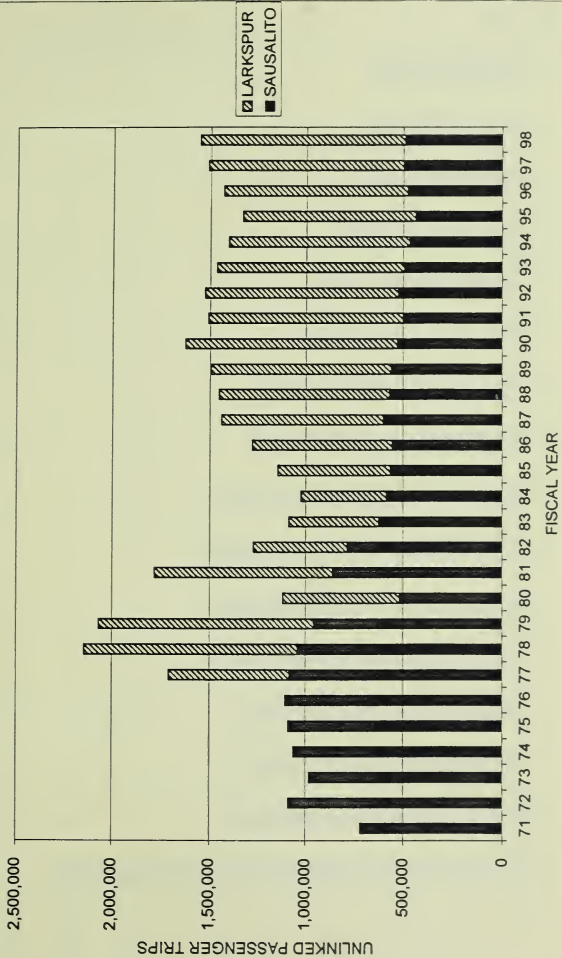
County of Residence	County of Work	Cross Golden Gate	Transit Possibilities Using Golden Gate
Alameda	Marin		BART plus Route 40 to Basic Service Routes
Alameda	Sonoma		BART plus Route 40 to Basic Service Routes 80 and 90
Contra Costa	Marin		BART plus Route 40 to Basic Service Routes
Contra Costa	Sonoma		BART plus Route 40 to Basic Service Routes 80 and 90
Marin	Alameda		Basic Service Routes plus Route 40 to BART
Marin	Contra Costa		Basic Service Routes plus Route 40 to BART
Marin	Marin		Local and Basic Service Routes
Marin	San Francisco	Yes	Regular commute service
Marin	Sonoma		Basic Service Routes 80, 90
San Francisco	Marin	Yes	Basic Service Routes OR Ferry plus Basic/Local Service Routes
San Francisco	Sonoma	Yes	Routes 80 and 90 OR Ferry plus Routes 80 and 90
Sonoma	Alameda		Routes 71, 75, 80, 90 plus Route 40 to BART
Sonoma	Contra Costa		Routes 71, 75, 80, 90 plus Route 40 to BART
Sonoma	Marin		Routes 71, 75, 80, 90
Sonoma	San Francisco	Yes	Regular commute service
Sonoma	Sonoma		Basic Service Routes 80, 90

Data Source: MTC Commuter Forecasts for the San Francisco Bay Area 1990-2020, dated 9/96

BUS RIDERSHIP - ALL ROUTES
BY PASSENGER TYPE

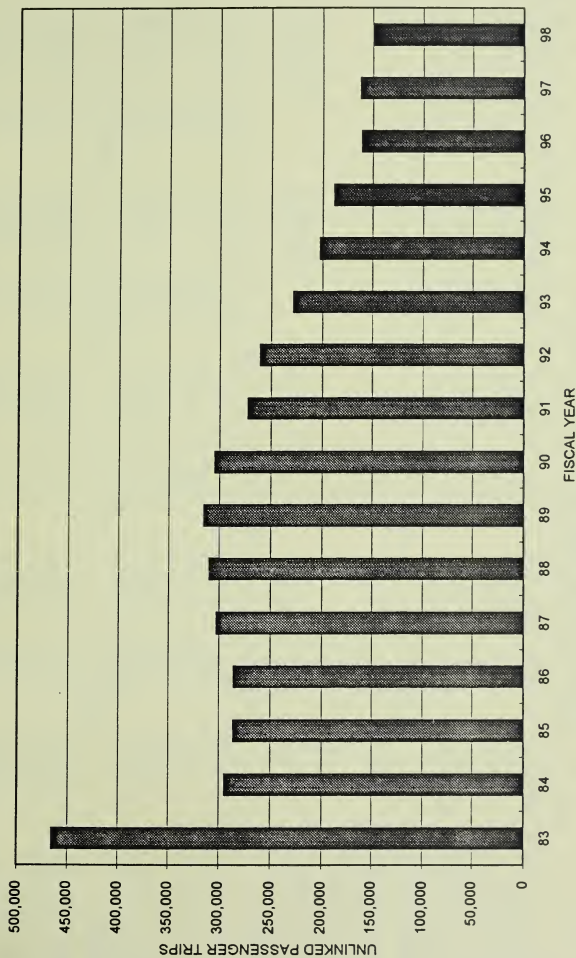


TOTAL PATRONAGE BY FERRY ROUTE GOLDEN GATE FERRY SYSTEM





TOTAL PATRONAGE
ALL TRANSBAY CLUB BUS ROUTES





GG&HTD TRANSIT OPERATING REVENUE AND SUBSIDY RATIOS

FY 93/94

FY 94/95

FY 95/96

FY 96/97

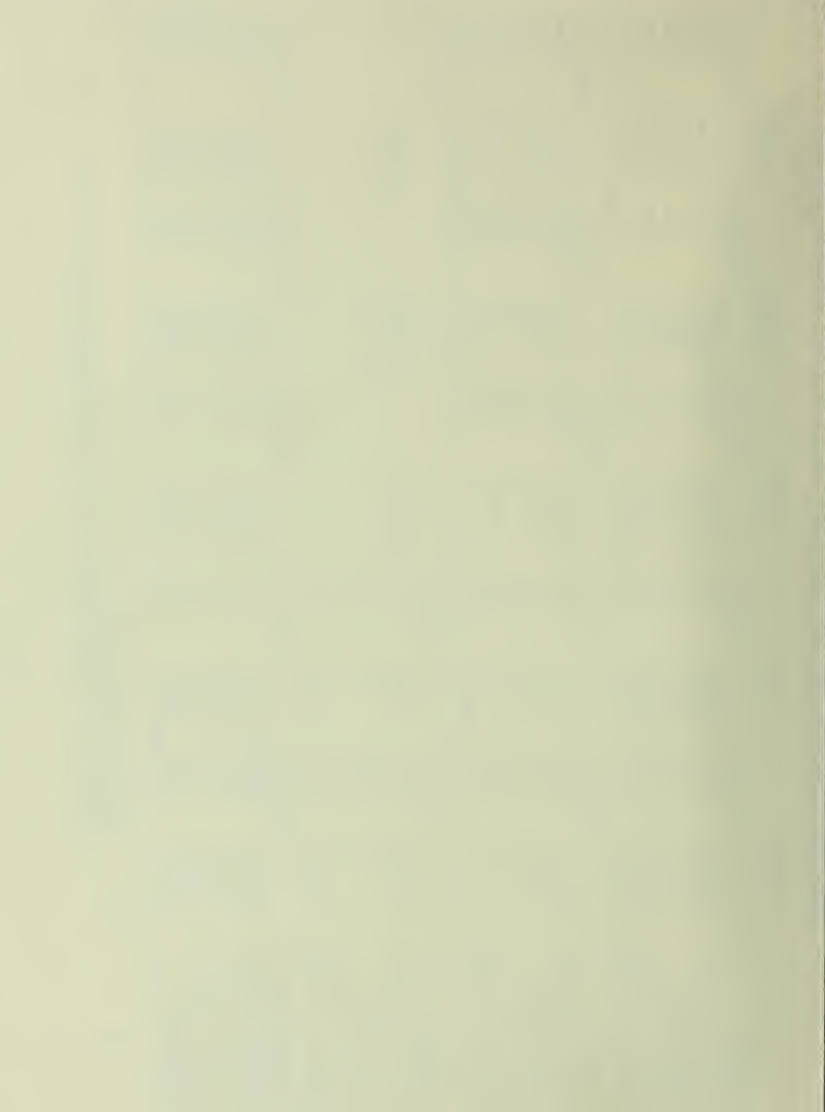
FY 97/98

GGT BUS	% EXPENSE	% EXPENSE	% EXPENSE	% EXPENSE	% EXPENSE	% EXPENSE
OPERATING EXPENSE	\$41,041,286	100.00%	\$41,998,570	100.00%	\$44,113,872	100.00%
OPERATING REVENUE	\$13,347,525	32.52%	\$13,158,193	31.33%	\$13,869,705	31.43%
FEDERAL SUBSIDY	\$1,206,183	2.94%	\$1,012,992	2.41%	\$617,094	1.40%
STATE SUBSIDY	\$481,179	1.17%	\$485,872	1.16%	\$526,520	1.19%
LOCAL TDA SUBSIDY	\$5,996,275	14.61%	\$7,229,318	17.21%	\$7,193,144	16.30%
OTHER LOCAL SUBSIDY	\$185,100	0.45%	\$319,988	0.76%	\$396,792	0.90%
BRIDGE TOLL SUBSIDY	\$19,825,024	48.31%	\$19,792,207	47.13%	\$21,523,388	48.78%
GG FERRY						
OPERATING EXPENSE	\$10,174,783	100.00%	\$11,235,488	100.00%	\$11,782,365	100.00%
OPERATING REVENUE	\$3,579,636	35.19%	\$3,474,734	30.93%	\$3,845,573	33.77%
FEDERAL SUBSIDY	\$363,968	3.58%	\$337,829	3.01%	\$178,070	1.56%
STATE SUBSIDY	\$0	0.00%	\$0	0.00%	\$0	0.00%
LOCAL TDA SUBSIDY	\$1,085,054	10.67%	\$1,448,612	12.89%	\$1,486,346	13.05%
OTHER LOCAL SUBSIDY	\$0	0.00%	\$0	0.00%	\$0	0.00%
BRIDGE TOLL SUBSIDY	\$5,143,125	50.56%	\$5,974,313	53.17%	\$5,878,180	51.62%

CLUB BUS	% EXPENSE	% EXPENSE	NET COST INCLUDED IN BUS DIVISION	NET COST INCLUDED IN BUS DIVISION
OPERATING EXPENSE	\$1,101,083	100.00%	\$300,323	100.00%
OPERATING REVENUE	\$831,035	75.47%	\$160,500	53.44%
FEDERAL SUBSIDY	\$0	0.00%	\$0	0.00%
STATE SUBSIDY	\$0	0.00%	\$0	0.00%
LOCAL TDA SUBSIDY	\$0	0.00%	\$0	0.00%
OTHER LOCAL SUBSIDY	\$0	0.00%	\$0	0.00%
BRIDGE TOLL SUBSIDY	\$270,048	24.53%	\$139,823	46.56%

COMBINED SYSTEM	% EXPENSE	% EXPENSE	% EXPENSE	% EXPENSE	% EXPENSE	% EXPENSE
OPERATING EXPENSE	\$52,314,152	100.00%	\$53,534,381	100.00%	\$55,896,257	100.00%
OPERATING REVENUE	\$17,758,196	33.95%	\$16,793,427	31.37%	\$17,715,278	31.91%
LOCAL TDA SUBSIDY	\$7,081,329	13.54%	\$8,677,930	16.21%	\$8,679,490	15.63%
OTHER LOCAL SUBSIDY	\$185,100	0.35%	\$319,988	0.60%	\$396,792	0.71%
FEDERAL SUBSIDY	\$1,570,151	3.00%	\$1,350,821	2.52%	\$795,164	1.43%
STATE SUBSIDY	\$481,179	0.92%	\$485,872	0.91%	\$526,520	0.95%
BRIDGE TOLL SUBSIDY	\$25,238,197	48.24%	\$25,906,343	48.39%	\$27,401,568	49.36%

NOTES: EXPENSES EXCLUDE DEPRECIATION
 FERRY FEEDER BUS EXPENSE AND REVENUE INCLUDED IN FERRY
 ALL REVENUES AND EXPENSES FROM DISTRICT ANNUAL BUDGETS SHOWING PREVIOUS YEAR ACTUAL
 CLUB BUS AND ADA PARATRANSIT NET COSTS INCLUDED IN BUS BEGINNING FY 1995/96.



BUS TRANSIT DIVISION

BUS ROUTE	SERVICE TYPE	BUS TRIPS	PATRONS (000)	TOTAL MILES (000)	REVENUE MILES (000)	PSGR MILES (000)	FARE REVENUE (1000)	EXPENSE (1000)	DEFICIT (1000)	DEFICIT PSGR	DEFICIT PSGR MILE	PSGR/MILE REV/MILE
10	Basic	22,361	609.0	507.1	461.3	4,241.1	\$793.8	\$2,625.8	1,832.1	\$3.008	\$0.432	9.2
20	Basic	27,706	1,266.1	891.5	667.3	8,374.6	\$1,410.1	\$3,919.0	2,508.9	\$1.982	\$0.300	12.5
30	Basic	4,554	66.2	103.2	100.9	900.5	\$113.4	\$459.8	346.4	\$5.229	\$0.385	8.9
40	Basic	16,501	182.1	225.0	208.6	2,010.7	\$247.3	\$830.4	583.2	\$3.203	\$0.290	9.6
50	Basic	19,854	973.3	704.3	681.4	10,091.3	\$1,219.4	\$3,242.5	2,023.2	\$2.079	\$0.200	15.3
60	Basic	2,671	53.6	62.7	49.8	512.1	\$89.0	\$246.6	157.6	\$2.940	\$0.308	10.3
70	Basic	7,830	300.1	267.9	221.1	3,516.1	\$449.4	\$1,035.1	585.7	\$1.952	\$0.167	15.9
80	Basic	19,786	1,130.1	1,224.9	1,202.0	22,487.9	\$2,137.4	\$4,916.3	2,778.9	\$2.459	\$0.124	18.7
90	Basic	1,266	25.2	67.2	60.9	845.6	\$69.7	\$350.6	280.9	\$11.133	\$0.332	13.9
93	Basic-Rec	1,469	14.5	30.8	25.6	129.6	\$23.5	\$139.8	116.4	\$8.019	\$0.898	5.1
95	Basic-Rec	448	3.0	13.6	12.7	31.1	\$5.3	\$55.6	50.3	\$16.751	\$1.620	2.5
02	Commute	3,791	119.2	113.6	54.8	1,169.2	\$190.3	\$625.3	435.0	\$3.649	\$0.372	21.3
04	Commute	13,177	451.0	394.6	226.5	5,597.1	\$698.7	\$2,277.3	1,578.5	\$3.500	\$0.282	24.7
08	Commute	2,622	71.2	81.4	51.1	918.8	\$117.0	\$478.6	361.6	\$5.078	\$0.394	18.0
18	Commute	6,978	215.6	218.4	135.8	3,130.9	\$415.2	\$1,265.4	850.2	\$3.943	\$0.272	23.0
24	Commute	11,956	381.3	403.5	284.6	7,064.8	\$647.6	\$2,538.7	1,891.1	\$4.959	\$0.268	24.8
26	Commute	4,509	142.2	164.5	111.8	2,341.2	\$258.3	\$986.6	710.3	\$4.995	\$0.303	20.9
28	Commute	1,012	29.4	24.4	22.6	321.9	\$49.3	\$189.4	140.0	\$4.759	\$0.435	14.2
32	Commute	1,518	44.3	50.4	37.8	889.9	\$88.3	\$318.1	229.3	\$5.180	\$0.258	23.5
34	Commute	1,769	51.4	59.1	41.8	920.2	\$87.0	\$344.0	256.9	\$5.001	\$0.279	22.0
38	Commute	4,846	142.0	168.4	122.8	3,070.1	\$251.3	\$1,060.5	809.2	\$5.700	\$0.264	25.0
44	Commute	2,286	66.9	96.8	71.3	1,566.4	\$128.4	\$544.5	416.0	\$6.216	\$0.266	22.0
48	Commute	1,518	41.0	62.1	48.3	1,033.6	\$87.0	\$372.9	285.9	\$6.971	\$0.277	21.4
54	Commute	9,458	313.6	391.9	344.2	8,756.4	\$693.1	\$2,388.8	1,695.7	\$5.407	\$0.194	25.4
56	Commute	4,330	112.5	173.5	154.3	3,290.9	\$255.4	\$1,024.2	768.8	\$6.834	\$0.234	21.3
58	Commute	661	11.3	20.8	19.0	253.9	\$25.8	\$132.9	107.1	\$9.498	\$0.422	13.4
71	Commute	1,912	40.4	94.3	91.5	892.6	\$71.6	\$554.0	482.4	\$11.942	\$0.540	9.8
72	Commute	5,919	222.7	373.3	359.0	10,382.2	\$724.4	\$2,199.2	1,474.8	\$6.623	\$0.142	28.9
74	Commute	7,836	263.2	506.4	434.2	11,571.6	\$794.9	\$2,801.9	2,067.0	\$7.625	\$0.173	26.7
75	Commute	1,951	52.9	100.4	97.7	1,342.7	\$105.6	\$598.9	498.4	\$9.384	\$0.370	13.7
76	Commute	6,522	194.1	447.2	346.2	8,114.1	\$555.5	\$2,298.0	1,742.6	\$8.979	\$0.215	24.4
78	Commute	1,771	39.5	127.8	111.7	1,947.6	\$121.9	\$659.5	537.5	\$13.592	\$0.276	17.4
93	Commute	2,371	32.8	43.6	15.7	162.1	\$3.2	\$244.7	241.4	\$7.361	\$1.489	10.3
97	Commute	298	11.6	5.9	5.1	184.1	\$26.8	\$36.6	9.8	\$0.846	\$0.053	38.0
03	Ferry Feeder	759	15.6	14.7	3.7	34.5	\$0.8	\$55.1	54.3	\$3.490	\$1.574	9.2
05	Ferry Feeder	760	13.9	13.6	5.3	54.1	\$2.8	\$59.2	56.4	\$4.047	\$1.043	10.3
09	Ferry Feeder	1,771	19.6	25.5	12.2	54.4	\$6.0	\$122.4	116.3	\$5.923	\$2.138	4.5
11	Ferry Feeder	1,517	24.9	18.0	6.7	74.1	\$3.9	\$71.7	67.8	\$2.718	\$0.915	11.1
13	Ferry Feeder	4,301	11.6	30.2	22.3	33.0	\$4.4	\$199.7	195.2	\$16.860	\$5.913	1.5
15	Ferry Feeder	1,518	10.0	11.4	7.7	31.2	\$1.6	\$73.8	72.2	\$7.210	\$2.312	4.0
19	Ferry Feeder	2,529	32.9	41.2	19.1	115.6	\$10.4	\$214.6	204.2	\$6.197	\$1.767	6.1
25	Ferry Feeder	2,783	20.1	45.6	22.2	84.4	\$9.1	\$245.1	236.0	\$11.742	\$2.796	3.8
29	Ferry Feeder	501	1.3	3.0	2.1	3.6	\$0.8	\$20.9	20.1	\$15.092	\$5.074	1.7
31	Ferry Feeder	1,518	7.7	27.0	15.1	30.1	\$2.7	\$151.9	149.2	\$19.293	\$4.962	2.0
37	Ferry Feeder	1,771	18.0	29.5	14.7	88.8	\$14.7	\$154.2	139.5	\$7.730	\$1.570	6.0
41	Ferry Feeder	1,518	9.5	32.1	22.1	79.5	\$2.0	\$171.6	169.5	\$17.866	\$2.133	3.8
51	Ferry Feeder	1,265	12.7	28.2	25.6	123.4	\$7.6	\$176.9	169.3	\$13.282	\$1.372	4.8
61	Ferry Feeder	701	3.0	3.0	1.0	4.3	\$0.0	\$17.1	17.1	\$5.637	\$3.985	4.2
67	Ferry Feeder	2,023	16.4	19.5	9.6	35.4	\$0.0	\$155.9	155.9	\$9.525	\$4.409	3.7
69	Ferry Feeder	2,024	15.5	10.4	3.5	15.5	\$0.0	\$87.6	87.6	\$5.669	\$5.670	4.4
01	Local	13,087	429.9	300.6	293.6	2,338.9	\$419.5	\$1,520.1	1,100.6	\$2.560	\$0.471	8.0
21	Local	9,108	59.6	101.8	92.3	187.1	\$60.6	\$515.9	455.3	\$7.633	\$2.433	2.0
23	Local	28,200	434.5	217.2	175.4	1,075.0	\$381.1	\$1,144.6	763.5	\$1.757	\$0.710	6.1
35	Local	15,871	427.9	55.2	48.5	957.3	\$365.1	\$319.0	(46.1)	(10.108)	(10.048)	20.6
53	Local	1,222	1.8	12.6	8.3	3.2	\$1.0	\$55.4	54.4	\$30.208	\$16.911	0.4
07	Local Suppl	691	17.1	16.9	7.9	50.6	\$18.4	\$51.8	33.4	\$1.950	\$0.660	6.4
17	Local Suppl	868	17.3	13.4	3.4	33.8	\$0.5	\$36.0	35.5	\$2.048	\$1.049	9.8
27	Local Suppl	2,558	61.7	29.8	11.5	296.8	\$36.2	\$89.2	53.0	\$0.859	\$0.179	25.8
33	Local Suppl	350	1.1	2.6	2.3	4.5	\$1.5	\$12.5	11.1	\$10.351	\$2.476	2.0
39	Local Suppl	175	2.0	2.6	1.1	4.6	\$1.4	\$8.7	7.2	\$3.869	\$1.583	4.1
43	Local Suppl	450	8.0	6.4	3.0	31.0	\$8.6	\$23.7	15.2	\$1.897	\$0.489	10.2
45	Local Suppl	903	17.6	11.1	6.2	72.3	\$17.7	\$38.1	20.4	\$1.160	\$0.282	11.7
47	Local Suppl	551	5.2	18.4	11.7	21.3	\$3.3	\$58.2	55.0	\$10.655	\$2.582	1.8
BUS SYSTEM		324,550	9,390.1	9,159.6	7,715.4	134,001.0	\$14,334.1	\$47,594.4	\$33,260.3	\$3.542	\$0.248	17.4

FERRY SYSTEM	13,899	1,554.5	142.8	138.1	17,145.2	\$3,852.4	\$11,974.8	\$8,122.4	\$5.225	\$0.474	124.2
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GOLDEN GATE TRANSIT

Service Evaluation Fiscal Year 1998

Exhibit 2-9

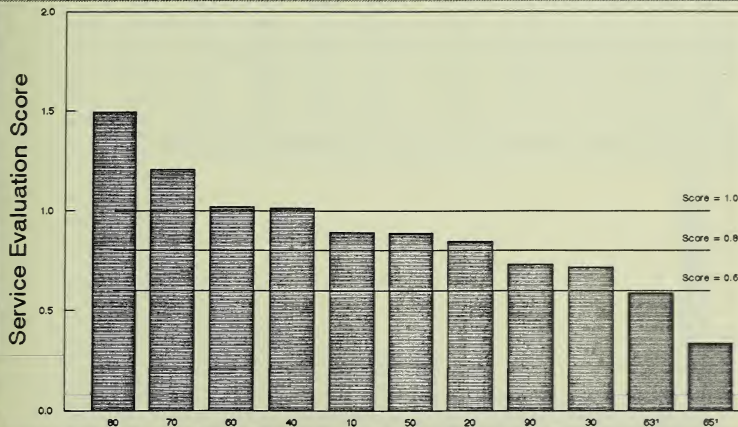
p. 1 of 4

Basic Service Routes

Basic Route	VOLUMES					MEASUREMENTS				SCORES			
	Bus Trips (BT)	Intercounty Patrons ¹ (IP)	Fare Revenue (REV)	Operating Expense (EXP)	Operating Deficit (DEF)	Intercounty Pat. Bus Trip (IP/BT)	Farebox Recovery (REV/EXP)	Intercounty Pat. Deficit (P/DEF)	Intercounty Pat. Bus Trip (Route/All)	Farebox Recovery (REV/EXP)	Intercounty Pat. Deficit (P/DEF)	Route Score	Score Sum/3
10	22,361	320,688	\$793,796	\$2,625,849	\$1,832,051	14.3	30%	0.175	0.883	0.821	0.977	0.894	
20	27,706	351,050	\$1,410,116	\$3,918,977	\$2,508,861	12.7	39%	0.140	0.780	0.978	0.781	0.848	
30	4,554	49,906	\$113,406	\$459,796	\$346,390	11.0	25%	0.144	0.675	0.670	0.804	0.718	
40	16,501	167,647	\$247,251	\$830,443	\$583,192	10.2	30%	0.287	0.825	0.809	1.004	1.013	
50	19,654	278,506	\$1,219,385	\$3,242,537	\$2,023,152	14.2	38%	0.138	0.872	1.022	0.768	0.887	
60	2,671	35,528	\$86,020	\$246,648	\$157,628	13.3	36%	0.225	0.819	0.961	1.258	1.019	
63 ¹	1,469	14,510	\$23,483	\$139,843	\$116,360	9.9	17%	0.125	0.806	0.456	0.866	0.587	
65 ¹	448	3,004	\$5,263	\$55,582	\$50,319	6.7	9%	0.060	0.413	0.257	0.333	0.334	
70	7,830	140,290	\$449,361	\$1,035,092	\$585,730	17.9	43%	0.240	1.103	1.180	1.337	1.206	
80	19,786	645,555	\$2,137,366	\$4,916,269	\$2,778,923	32.6	43%	0.232	2.008	1.181	1.296	1.495	
90	1,266	24,122	\$56,698	\$350,606	\$293,908	19.1	20%	0.086	1.173	0.540	0.479	0.731	
ALL	124,246	2,016,315	\$6,558,147	\$17,821,662	\$11,263,514	16.2	37%	0.179	1.000	1.000	1.000	1.000	

NOTE

¹ Total patron count reported and used in scoring Routes 63 and 65



GOLDEN GATE TRANSIT

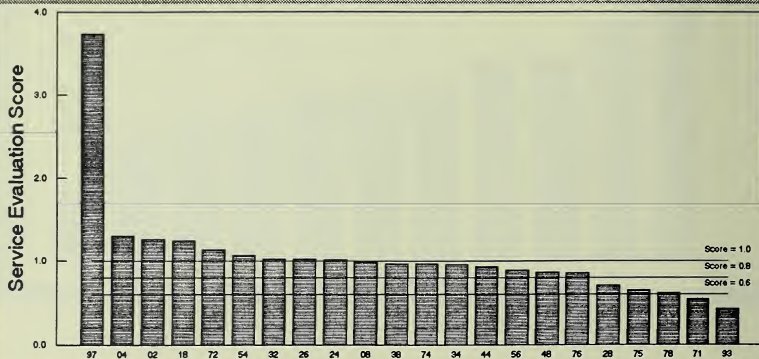
Service Evaluation Fiscal Year 1998

Exhibit 2-9

p. 2 of 4

Commute Service Routes

Commute Route	VOLUMES					MEASUREMENTS			SCORES			
	Bus Trips (BT)	Intercounty Patronage ¹ (IP)	Fare Revenue (REV)	Operating Expense (EXP)	Operating Deficit (DEF)	Intercounty Pat. Bus Trip (P/BT)	Farebox Recovery (REV/EXP)	Intercounty Pat. Deficit (P/DEF)	Intercounty Pat. Bus Trip (Route/All)	Farebox Recovery (REV/EXP)	Intercounty Pat. Deficit (P/DEF)	Route Score Score Sum/3
02	3,791	115,955	\$190,308	\$625,265	\$434,956	30.8	30.4%	0.287	1.05	1.14	1.02	1.27
04	13,177	431,789	\$608,742	\$2,277,271	\$1,578,529	32.8	30.7%	0.274	1.12	1.15	1.06	1.31
08	2,822	68,795	\$116,995	\$478,581	\$361,586	26.2	24.4%	0.190	0.90	0.91	1.15	0.98
18	6,978	209,270	\$415,199	\$1,265,377	\$850,208	30.0	32.8%	0.246	1.03	1.23	1.40	1.25
24	11,958	346,578	\$647,557	\$2,538,069	\$1,891,111	29.0	25.5%	0.183	0.99	0.95	1.11	1.02
26	4,509	128,915	\$258,285	\$968,598	\$710,314	28.6	28.7%	0.181	0.98	1.00	1.10	1.02
28	1,012	14,843	\$46,337	\$189,372	\$140,035	14.7	26.1%	0.106	0.50	0.97	0.84	0.71
32	1,518	41,697	\$68,773	\$318,102	\$229,329	27.6	27.9%	0.183	0.94	1.04	1.11	1.03
34	1,769	45,307	\$87,037	\$343,900	\$256,923	25.8	25.3%	0.176	0.88	0.95	1.07	0.98
38	4,846	139,474	\$251,286	\$1,060,517	\$809,231	28.8	23.7%	0.172	0.96	0.89	1.04	0.97
44	2,286	65,535	\$128,441	\$544,461	\$416,020	28.7	23.6%	0.158	0.96	0.88	0.95	0.94
48	1,518	39,719	\$87,007	\$372,933	\$285,926	26.2	23.3%	0.139	0.89	0.87	0.84	0.87
54	9,458	294,532	\$903,141	\$2,388,848	\$1,695,705	31.1	29.0%	0.174	1.07	1.08	1.05	1.07
56	4,330	111,073	\$255,421	\$1,024,196	\$768,775	25.7	24.9%	0.144	0.88	0.93	0.88	0.89
71	1,912	37,357	\$71,599	\$553,985	\$482,387	19.5	12.9%	0.077	0.67	0.48	0.47	0.54
72	5,919	219,820	\$724,427	\$2,199,228	\$1,474,801	37.1	32.9%	0.149	1.27	1.23	0.90	1.13
74	7,836	248,777	\$794,917	\$2,801,803	\$2,006,976	31.7	28.4%	0.124	1.09	1.06	0.75	0.97
75	1,951	44,187	\$102,567	\$568,927	\$466,360	22.6	17.1%	0.089	0.77	0.84	0.54	0.65
76	6,522	191,324	\$555,465	\$2,298,031	\$1,742,566	29.3	24.2%	0.110	1.00	0.90	0.87	0.86
78	1,771	37,838	\$121,948	\$659,450	\$537,504	21.4	18.5%	0.070	0.73	0.69	0.43	0.62
93	2,371	30,950	\$3,232	\$244,664	\$241,432	13.1	1.3%	0.126	0.45	0.05	0.78	0.42
97	298	11,579	\$26,793	\$36,590	\$9,797	38.9	73.2%	1.182	1.33	2.74	7.16	3.74
ALL	98,350	2,875,514	\$6,368,446	\$23,788,917	\$17,420,471	29.2	26.8%	0.165	1.00	1.00	1.00	1.00



GOLDEN GATE TRANSIT

Service Evaluation Fiscal Year 1998

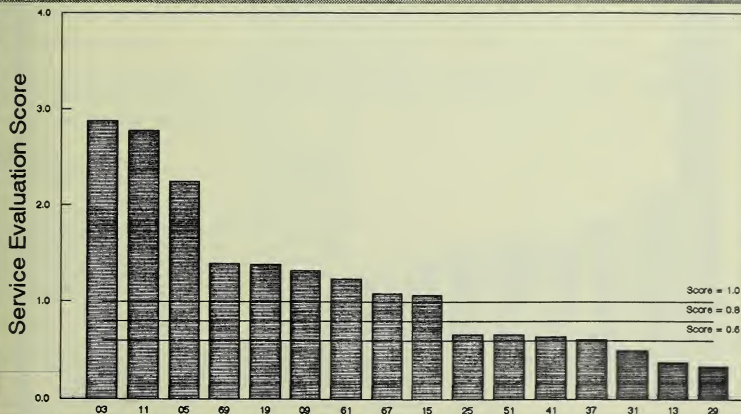
Exhibit 2-9
p. 3 of 4

Ferry Feeder Service Routes

Feeder Route	VOLUMES					MEASUREMENTS			SCORES			
	Bus Trips (BT)	Intercounty Patron ¹ (IP)	Fare Revenue (REV)	Operating Expense (EXP)	Operating Deficit (DEF)	Intercounty Pat. Bus Trip (P/BT)	Farebox Recovery ¹ (REV/EXP)	Intercounty Pat. Deficit (P/DEF)	Intercounty Pat. Bus Trip (Route/All)	Farebox Recovery ¹ (REV/EXP)	Intercounty Pat. Deficit (P/DEF)	Route Score
03	750	14,970	\$700	\$55,129	\$54,340	10.7	---	0.275	2.9	---	2.9	2.9
05	700	11,861	\$2,848	\$50,227	\$56,379	15.6	---	0.211	2.3	---	2.2	2.2
09	1,771	15,418	\$6,046	\$122,391	\$116,345	8.7	---	0.133	1.3	---	1.4	1.3
11	1,517	22,230	\$3,950	\$71,747	\$67,798	14.7	---	0.328	2.2	---	3.4	2.8
13	4,301	8,468	\$4,430	\$199,669	\$195,230	2.0	---	0.043	0.3	---	0.4	0.4
15	1,518	8,804	\$1,612	\$73,769	\$72,157	5.9	---	0.123	0.9	---	1.3	1.1
19	2,529	25,489	\$10,392	\$214,551	\$204,150	10.1	---	0.125	1.5	---	1.3	1.4
25	2,783	13,757	\$9,056	\$245,073	\$236,017	4.9	---	0.058	0.7	---	0.6	0.7
29	501	797	\$779	\$20,927	\$20,148	1.8	---	0.040	0.2	---	0.4	0.3
31	1,518	5,904	\$2,657	\$151,890	\$149,233	3.9	---	0.040	0.6	---	0.4	0.5
37	1,771	7,752	\$14,712	\$154,187	\$139,475	4.4	---	0.056	0.6	---	0.6	0.6
41	1,518	8,065	\$2,020	\$171,552	\$169,531	5.3	---	0.048	0.8	---	0.5	0.6
51	1,265	7,451	\$7,574	\$176,904	\$169,330	5.9	---	0.044	0.9	---	0.5	0.7
61	701	3,032	\$0	\$17,090	\$17,090	4.3	---	0.177	0.6	---	1.8	1.2
67	2,023	15,646	\$0	\$155,890	\$155,890	7.7	---	0.100	1.1	---	1.0	1.1
69	2,024	14,614	\$0	\$87,637	\$87,637	7.2	---	0.167	1.1	---	1.7	1.4
ALL	27,259	184,378	\$66,665	\$1,977,633	\$1,910,768	6.8	---	0.096	1.0	---	1.0	1.0

NOTE

¹ Farebox recovery not applicable to Ferry Feeder Routes



GOLDEN GATE TRANSIT

Service Evaluation Fiscal Year 1998

Exhibit 2-9

p. 4 of 4

LOCAL SERVICE ROUTES

Local Route	VOLUMES					MEASUREMENTS			SCORES			
	Bus Trips (BT)	Local Patrona (LP)	Fare Revenue (REV)	Operating Expense (EXP)	Operating Deficit (DEF)	Local Pat. Bus Trip (LBT)	Farebox Recovery (REV/EXP)	Local Pat. Deficit (LP/DEF)	Local Pat. Bus Trip (Route/All)	Farebox Recovery (REV/EXP)	Local Pat. Deficit (LP/DEF)	Route Score Sum/3
01	13,087	400,889	\$419,490	\$1,520,086	\$1,100,587	31.3	27.6%	0.270	1.648	0.815	0.743	1.069
07	691	16,582	\$18,398	\$51,762	\$33,364	24.0	35.5%	0.320	1.263	1.049	0.883	1.065
17	866	16,757	\$539	\$36,046	\$35,507	19.3	1.5%	0.465	1.016	0.044	1.262	0.781
21	9,108	58,284	\$60,592	\$515,862	\$455,271	6.4	11.7%	0.113	0.337	0.347	0.312	0.332
23	28,200	407,695	\$381,124	\$1,144,623	\$763,499	14.5	33.3%	0.356	0.781	0.963	0.982	0.909
27	2,558	56,113	\$36,172	\$89,190	\$53,018	21.9	40.6%	0.629	1.155	1.107	1.735	1.362
33	350	979	\$1,450	\$12,515	\$11,065	2.8	11.6%	0.078	0.147	0.342	0.216	0.235
35	15,871	400,278	\$365,100	\$319,014	(\$46,086)	25.8	114.4%	1.283	1.358	3.379	3.537	2.758
39	175	1,831	\$1,439	\$8,659	\$7,220	10.5	16.6%	0.211	0.551	0.401	0.583	0.541
43	450	7,743	\$8,588	\$23,747	\$15,159	17.2	36.2%	0.326	0.906	1.068	0.809	0.958
45	903	15,983	\$17,744	\$38,141	\$20,396	17.7	46.5%	0.419	0.932	1.373	1.155	1.154
47	551	4,622	\$3,273	\$58,233	\$54,960	8.4	5.6%	0.079	0.442	0.166	0.219	0.275
49	81	488	\$0	\$8,371	\$8,371	6.0	0.0%	0.058	0.317	0.000	0.161	0.159
53	1,222	1,726	\$966	\$55,371	\$54,406	1.4	1.7%	0.031	0.074	0.051	0.066	0.071
ALL	74,115	1,407,770	\$1,314,884	\$3,881,621	\$2,566,737	19.0	33.9%	0.363	1.000	1.000	1.000	1.000

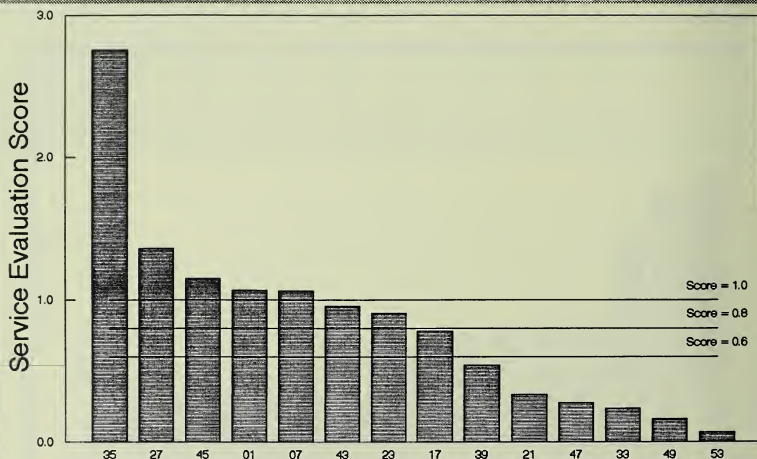


EXHIBIT 2-10

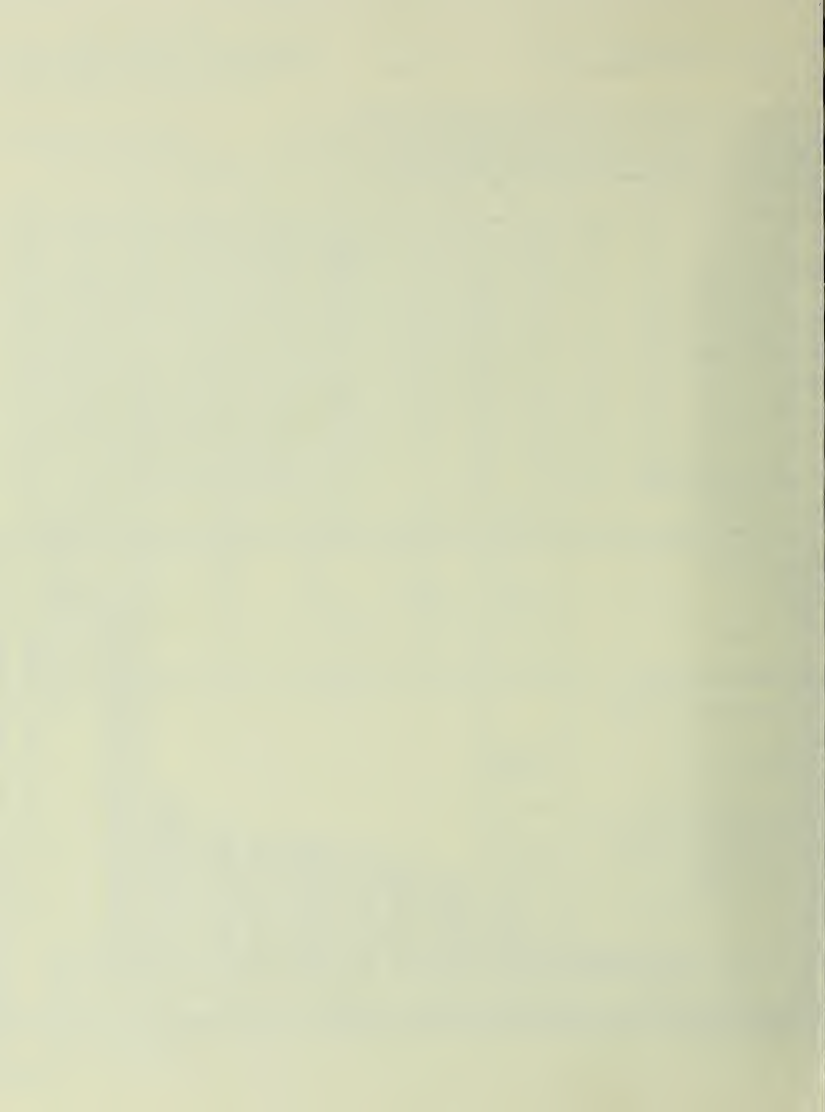
GGBHTD ALLOCATION OF SERVICES AND SUBSIDIES

22-Jun-99

1997/98 ACTUAL

BASED ON FY98 GGT BUS, FERRY AND CLUB BUS PATRONAGE, REVENUE, EXPENSE
 ALL REVENUES AND EXPENSES FROM FY2000 BUDGET DOCUMENTS SHOWING FY1998 ACTUAL
 RESIDENCY FACTORS FOR BUS AND FERRY FROM 1982 RESIDENCY SURVEY
 RESIDENCY FACTORS FOR BRIDGE FROM MARCH 1998 LICENSE PLATE SURVEY
 BRIDGE GIFT CENTER AND CAFÉ REVENUE AND EXPENSE NOT INCLUDED
 EXPENSES EXCLUDE DEPRECIATION

	COUNTY ALLOCATIONS					
	TOTAL	MARIN	SONOMA	SF	NAPA	CHECK
TRANSIT OPERATING DEFICITS						
CLUB BUS (INCLUDING PARATRANSIT)	\$32,844,540	\$24,335,242	\$8,509,298	\$0	\$0	\$32,844,540
GGT FERRY (LOCAL PORTION)	\$3,381,885	\$3,381,885	\$0	\$0	\$0	\$3,381,885
CLUB BUS	\$242,898	\$71,388	\$133,823	\$0	\$37,687	\$242,898
TOTAL TRANSIT DEFICIT	\$36,469,323	\$27,788,514	\$8,643,121	\$0	\$37,687	\$36,469,323
TRANSIT OPERATING SUBVENTIONS						
RTA (INCLUDING RT 90)	\$10,892,014	\$7,488,237	\$3,403,777	\$0	\$0	\$10,892,014
FTA 9+18	\$247,069	\$214,204	\$32,865	\$0	\$0	\$247,069
FTA 8	\$58,247	\$47,097	\$11,150	\$0	\$0	\$58,247
STA (Paratransit only)	\$0	\$0	\$0	\$0	\$0	\$0
COUNTY GENERAL FUNDS	\$204,385	\$204,385	\$0	\$0	\$0	\$204,385
ROUTE 40 STA	\$372,650	\$372,650	\$0	\$0	\$0	\$372,650
OTHER REVENUES	\$1,465,481	\$1,109,397	\$356,084	\$0	\$0	\$1,465,481
TOTAL TRANSIT SUBVENTIONS	\$13,239,846	\$9,435,970	\$3,803,876	\$0	\$0	\$13,239,846
TRANSIT SUBSIDY REQUIREMENT	(\$23,229,477)	(\$18,352,544)	(\$4,839,245)	\$0	(\$37,687)	(\$23,229,477)
BRIDGE REVENUE AVAILABLE FOR TRANSIT						
CLUB REVENUE	\$57,602,148					
INTEREST INCOME	\$5,884,070					
OTHER BRIDGE/MWP INCOME	\$900,889					
BRIDGE/MWP OPERATING EXPENSE	\$25,448,330					
CAPITAL EXPENSES (funded from FY97 reserves)	\$0					
RESERVE REQUIREMENT (for FY98 reserves)	\$7,724,270					
RESERVE REQUIREMENT (for FY99 capital)	\$16,615,377					
LOCAL FERRY DEFICIT	\$4,018,300					
DISTRICT DIVISION DEPRECIATION	(\$158,934)					
REVENUE AVAILABLE FOR TRANSIT	\$10,739,764					
LOCAL REVENUE ALLOCATED TO TRANSIT	\$4,520,475	\$3,375,830	\$1,106,958	\$0	\$37,687	\$4,520,475
NON-LOCAL REVENUE ALLOCATED TO TRANSIT	\$6,219,289	\$5,085,600	\$1,133,688	\$0	\$0	\$6,219,289
NET REVENUE ALLOCATED TO TRANSIT	\$10,739,764	\$8,461,430	\$2,240,647	\$0	\$37,687	\$10,739,764
SUBSIDY FROM UNRESTRICTED RESERVE	\$12,096,054	\$9,891,114	\$2,204,940	\$0	\$0	\$12,096,054
TRANSIT SUBSIDY IMBALANCE	(\$393,659)	(\$0)	(\$393,659)	\$0	\$0	(\$393,659)



PERFORMANCE INDICATORS

N/A = INFORMATION NOT APPLICABLE OR AVAILABLE

[illegible]

CONSUMER PRICE INDEX (AVERAGE FOR SF AREA) RATE OF INFLATION
THREE YEAR AVERAGE RATE OF INFLATION

GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT PARATRANSIT PERFORMANCE REPORT

Report Date: 1-Jul-99

INTERCOUNTY PARATRANSIT PERFORMANCE TRENDS FROM FY 1995/96 THROUGH FY 1998/99

Service operations began in March 1993 under an agreement with Marin County Transit District (MCTD). MCTD's contractor, Marin Senior Coordinating Council/Whistlestop Wheels (WSW) operates both Marin's local ADA paratransit service and the District's intercounty paratransit service. Both services achieved full compliance with ADA paratransit requirements in December 1994. Performance measures are reported below for services beginning in FY 1995/96 to reflect the first complete year of operation under full ADA compliance. New computerized paratransit scheduling system was installed and became operationally effective January 1997. Budget negotiations with MCTD and WSW resulted in a operating cost per hour decrease effective FY 1998/99. A paratransit consumer's guide including additional policies to address unexcused no-shows and late cancellations was implemented effective July 1998.

PERFORMANCE INDICATORS		GGBHTD Intercounty ADA Paratransit Services			
N/A = INFORMATION NOT AVAILABLE Source: WSW monthly statistical reports.		FY 1995/96	FY 1996/97	FY 1997/98	FY 1998/99
Cost Efficiency	Cost increase held to rate of Inflation	\$39.39	\$39.39	\$39.39	\$34.31
Cost per Total Vehicle Service Hour		% Change: 0.00%	0.00%	0.00%	-12.90%
Net Operating Cost (Deficit) Per Passenger	Maintain or Reduce	\$ 53.60	\$ 62.61	\$ 60.07	\$ 48.78
		% Change: 16.81%		-4.05%	-18.79%
Cost Effectiveness					
Passengers per Total Vehicle Service Hour	Increase	0.68	0.59	0.61	0.64
		% Change: -14.03%	4.04%		5.69%
Passenger "no shows" as a % of scheduled trips	Reduce	0.96	1.9%	1.6%	1.1%
		% Change: 98.06%	-12.90%		-34.98%
Passenger cancellations as a % of scheduled trips	Reduce	14.2%	14.9%	18.6%	17.7%
		% Change: 5.06%	24.16%		-4.43%
Service Effectiveness					
Total Service Hours to Revenue Service Hours	Maintain or Reduce	2.13	2.23	2.27	2.37
		% Change: 4.68%	1.83%		4.43%
Travel time no more than twice comparable GGT bus*	No substantial number	N.A.	N.A.	99.7%	99.2%
					-0.47%
Service capacity compared to demand: number of passenger denials or missed trips	No substantial number	0%	0%	0%	0%
Service Quality					
Schedule service no more than one hour before or after desired departure time.	No substantial number	100%	100%	100%	100%
On time performance: pick-ups no more than 15 minutes before, 30 minutes after scheduled pick-up time.**	No substantial number	N.A.	N.A.	92.0%	94.8%
				% Change: 3.12%	
Passenger service provided to all passenger origins and destinations within ADA-required 3/4 mile service area.	All	100%	100%	100%	100%
Services coordinated with adjoining transit operators' paratransit services.	All	100%	100%	100%	100%
Reservations accepted and scheduled during normal business hours for next day service.	All	100%	100%	100%	100%
Service hours comparable to GGT bus.	All	100%	100%	100%	100%

*Computer scheduling software requires a single average bus trip time length be defined. For the purposes of monitoring this performance measure, a trip limit of 120 minutes (off peak) and 135 minutes (peak) has been used.

**Statistics became available effective Fourth Quarter FY 1997/98. Initial error in reporting practices reflected in FY 1997/98 figures. Pick-ups delayed by passenger incorrectly included in the totals. Figures from 9/98 have been corrected and now only include operations induced delays.

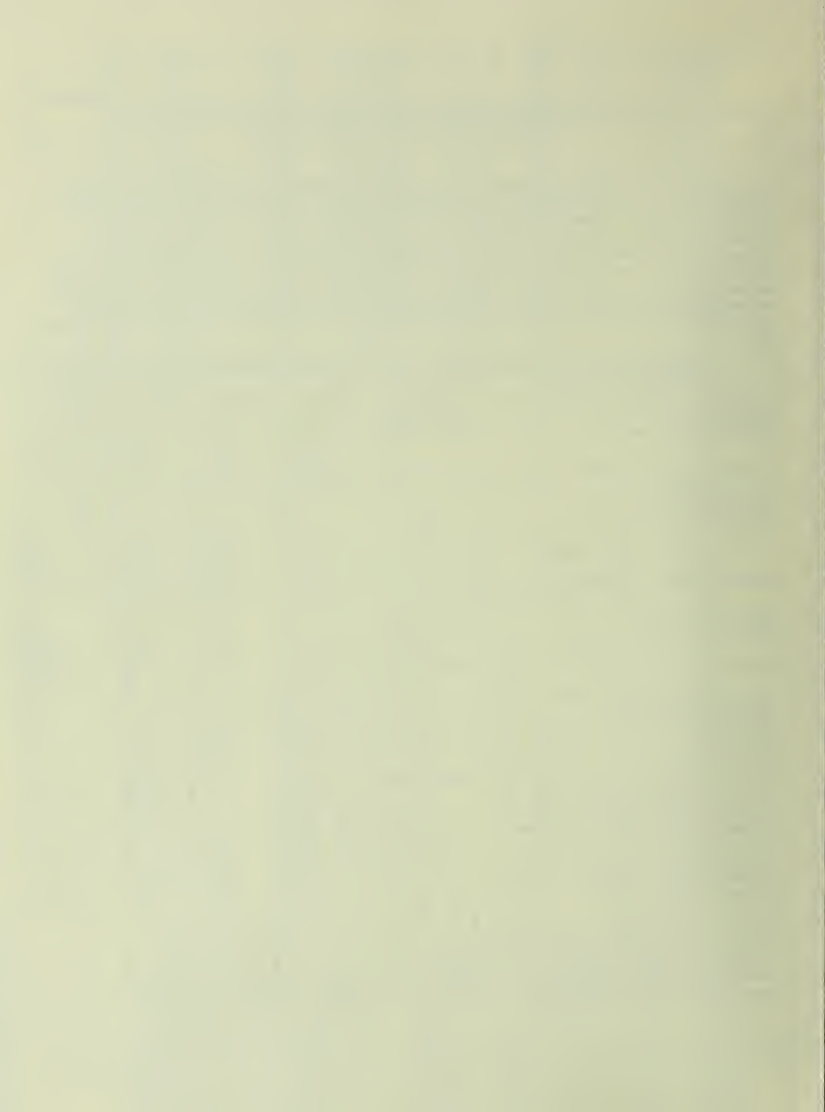


Exhibit 2-13

MONTHLY TRANSBAY COMMUTE COSTS FOR FY 1998/99
Transit and Ridesharing Compared to Private Automobile

ORIGIN	MILEAGE Roundtrip	DOLLARS PER PERSON USING:					DOLLARS PER SINGLE-OCCUPANT AUTOMOBILE				
		GGT Bus	Ferry	Club Bus	Vanpool	Carpool	Operate	Toll	Park	Own	Total
Sausalito	25	\$74	\$74	\$80	-	\$187	\$56	\$56	\$200	\$305	\$617
Mill Valley	30	\$74	\$74	\$80	-	\$191	\$67	\$56	\$200	\$305	\$629
Tiburon	40	\$92	\$132	\$80	-	\$198	\$90	\$56	\$200	\$305	\$651
Greenbrae	40	\$92	\$92	\$98	\$119	\$198	\$90	\$56	\$200	\$305	\$651
Fairfax	45	\$92	\$92	\$98	\$119	\$202	\$101	\$56	\$200	\$305	\$662
San Rafael	45	\$92	\$92	\$98	\$122	\$202	\$101	\$56	\$200	\$305	\$662
Terra Linda	50	\$92	\$92	\$98	\$124	\$206	\$112	\$56	\$200	\$305	\$674
Ignacio	60	\$111	\$111	\$104	\$129	\$216	\$135	\$56	\$200	\$313	\$704
Novato	70	\$111	\$111	\$104	\$132	\$234	\$157	\$56	\$200	\$344	\$757
Petaluma	80	\$158	N.A.	\$117	\$135	\$251	\$180	\$56	\$200	\$375	\$810
Cotati	90	\$158	N.A.	\$117	\$142	\$289	\$202	\$56	\$200	\$405	\$864
Rohnert Park	100	\$158	N.A.	\$117	\$148	\$287	\$225	\$56	\$200	\$436	\$917
Sonoma Valley	110	\$178	N.A.	\$135	\$154	\$305	\$247	\$56	\$200	\$467	\$970
Santa Rosa	120	\$178	N.A.	\$135	\$159	\$323	\$270	\$56	\$200	\$498	\$1,024
Sebastopol	120	\$178	N.A.	-	\$159	\$323	\$270	\$56	\$200	\$498	\$1,024
Napa	120	N.A.	N.A.	\$180	\$159	\$323	\$270	\$56	\$200	\$498	\$1,024

Notes

Based on • 21 workdays in month

- July 1998 GGT bus and ferry fares with 20% discount
- July 1998 Tiburon ferry discount tickets valued at \$3.15
- July 1998 Club Bus monthly membership fee
- Carpool of 3 persons with costs split evenly and free bridge crossing
 - operating costs: gas, oil, maintenance, tires
 - ownership costs of \$14.53 a day for insurance, licenses, fees, financing
 - depreciation cost of \$155 a year per 1,000 miles over 15,000 miles annually
 - Parking costs of \$200 a month provided by SF Department of Parking & Traffic
- Automobile costs from CSAA "Your Driving Costs" 1998 edition, average of 3 types of vehicle, include:
 - Toll: Golden Gate Bridge toll using \$2.67 discount tickets

PART 3. TRANSIT ROUTE EVALUATION

ROUTE PERFORMANCE

Standards 3.b.2, 3.c.1 and 3.c.2 of Part 2 apply to individual transit routes. Performance measures include: deficit per passenger mile, passenger miles per revenue vehicle mile, and the composite performance factor of passengers per trip, fare recovery, and passengers per deficit dollar. **Exhibits 2-8 and 2-9** show FY 1997/98 transit route performance relative to these indicators.

All route costs are computed using average cost factors as previously described in **Exhibit 1-12**. The marginal cost factors (**Exhibit 1-11**) used for the Marin local bus services contract do not provide a basis for route-to-route comparisons as they are dependant on the particular timetables and operator work assignments which were in effect at that time.

Route performance was described generally in Part 2. Transit routes of below standard performance will be reviewed here in Part 3. Consideration is given to modifying, curtailing, privatizing, or discontinuing services, which perform below standard, if such actions would enhance the overall financial performance of the transit system.

Basic and Recreational Bus Routes

During FY 1997/98 and 1998/99 there were several changes to basic and recreational bus services.

Routes 63 and 65 continue to operate well below the standards for basic services. However, they are the only bus services to the rural west Marin communities in Stinson Beach, San Geronimo Valley, and surrounding Point Reyes. They are currently being subsidized with FTA Section 5311 funds available from MTC. Routes 63 and 65 were surveyed during 1997 to determine if the services can be operated more efficiently. In June 1998, service on the southern most segment of Route 63 between Marin City and San Francisco was discontinued because of low patronage. The saved resources were used to add a round trip between Marin City and Stinson Beach to fill a gap in the schedule. Route 65 consists of two round trips per day on weekends, only. Staff has attempted to improve patronage and efficiency without result. Both Route 63 and Route 65 will be subject of upcoming study by NPS to improve transit access to GGNRA. District will participate in this study to affect improvements to service performance.

Route 30 continues to perform below standard. However, it is the only midday bus service to and from the San Francisco financial district and is relatively inexpensive to operate since it shares resources required to provide peak services. Expansion of midday Larkspur ferry service in September 1998 had potential to provide financial district patrons with a suitable alternative to Route 30. However, District staff surveys of Route 30 indicate substantial use of the route in

southern Marin, outside the Larkspur ferry service area. It appears that midday Sausalito ferry service would need to be improved to provide a viable alternate to Route 30 service.

During spring 1998, District staff analyzed passenger loads on basic bus Routes 10, 20, and 50 between Marin City and San Francisco and found that the combined routes were underutilized. In November 1998, after evaluating several options for balancing service with customer needs, a program of weekday Routes 10, 20, and 50 service changes was implemented. Route 10 service between Sausalito and San Francisco was discontinued. Route 20 service between Marin and San Francisco was realigned to operate through Sausalito. Schedule adjustments were made to Routes 10, 20, and 50 services to improve transfer connections at Marin City.

Route 90 continues to perform below standard. However, service is already at a minimal level with one weekday commute round trip and one weekday midday round trip with a return trip to the Novato bus yard. No weekend service is provided. Its continuation depends on an annual subsidy from City of Sonoma and County of Sonoma.

Marin Local Bus Routes

In 1997, MCTD cancelled local Route 53 operating within Novato. After a full year of operation this route did not perform up to expectations, averaging less than two passengers per bus trip. Route 53 was MCTD's worst performing bus route. Routes 21 and 47 were also below standard due to relatively low patronage. Route 47 is operated to support the services of North Bay Industries, providing occupational training for disabled persons. MCTD has been notified that NBI will close in June 1999. Therefore, Route 47 service will be discontinued.

District is currently analyzing changes to local bus Routes 1, 21, 23, and 35 to improve overall service in FY 1999/2000. MCTD fully subsidizes all local bus routes except Route 17 and portions of Routes 23 and 27, which are fully subsidized by certain school districts.

Commute Bus Routes

There were no significant changes to transbay commute bus level of service in FY 1997/98 and 1998/99. An experimental Route 58 express service from a new park-and-ride lot in Novato was discontinued in 1997 after a six month trial and evaluation which found it to be inefficient compared to expanding service on existing Route 56.

Routes 78 and 28 are the lowest performing transbay commute routes. Although Route 78 has above standard ridership, its expense is relatively high due to its route length. Conversely, Route 28 is relatively inexpensive to operate but has the lowest transbay ridership of all transbay commute routes.

Sonoma/Marin commute Routes 71 and 75 still have low patronage and efficiency relative to transbay commute services. However, this is the only commute bus service from Sonoma to Marin, and this intercounty travel market is the fastest growing in the District's service area.

Routes 93 is a commute shuttle service which has low ridership but is inexpensive to operate and provides desirable connections to the San Francisco Civic Center area, which cannot support higher levels of direct commute bus service.

Ferry Feeder Bus Routes

Performance of free ferry feeder bus routes is not accurately presented by the farebox recovery and deficit per passenger indicators in **Exhibit 2-8** and **Exhibit 2-9**, because of the use of average cost factors. The feeder bus services are provided to the Ferry Division at marginal cost by the Bus Division. Feeder bus route evaluation is based on a relative comparison of passengers per trip and deficit per passenger (taking into account fare revenue generated by ancillary use of the services by local and other fare paying passengers). Routes 13, 15, and 29 have low patronage. Routes 31, 37, 41, and 51 have average patronage but higher than average cost because of their route length.

As part of the development of the implementation plan for Larkspur ferry expansion, all existing ferry feeder bus trips were evaluated to identify underutilized bus resources for redeployment to new ferry trips. Surveys of existing and potential new ferry riders were used to create new feeder bus schedules. A new off-peak ferry shuttle service was also planned to supplement the existing commute feeder bus services. The new shuttle would provide timed connections between LFT and SRTC where local and basic bus routes meet twice each hour. Thus, off-peak ferry riders would be able to continue their transit travel throughout Marin and most of Sonoma counties. These new peak and off-peak feeder bus services were implemented with ferry service expansion in September 1998. Unfortunately, due to budget constraints, the amount of peak feeder service was reduced while the amount of ferry service was increased, resulting in an overall decrease in the percentage of ferry riders using buses to access LFT. The surge of new ferry riders drawn by the expanded and faster ferry service immediately overtaxed the capacity of the terminal parking lot. District staff is developing strategies to implement in FY 1999/2000 to stimulate use of feeder buses and relieve overcrowding of the parking lot. Access to LFT is the primary constraint to future growth of Larkspur ferry patronage.

Ferry Trips

The District does not maintain a cost-allocation methodology for assigning ferry system operating expenses to individual trips. Therefore, the evaluation of ferry trips is limited to the single measure of patronage. **Exhibit 2-14** shows the average patronage of all Sausalito and Larkspur ferry trips in FY 1997/98 compared to FY 1996/97 and FY 1995/96. This comparison establishes ferry patronage trends before the September 1998 Larkspur ferry service expansion.

Patronage of weekday Larkspur Ferry trips was up 6 percent from the previous year, which was up 3.5 percent from the year before. The five morning commute departures from Larkspur between 6:00 a.m. and 9:00 a.m. and six evening departures from San Francisco between 3:00 p.m. and 7:00 p.m. accounted for the gain. The morning commute trips carried on average 115 more passengers than the year before, with the 7:00 a.m. and 7:30 a.m. trips accounting for 64 percent of this gain (74 riders). Ridership of return trips from San Francisco increased by 94 with the 5:20 p.m., 6:00 p.m., and 6:45 p.m. departures showing the largest gains (22 to 23 new riders each). Patronage of two weekday morning Sausalito commute trips was up 2 percent from the previous year after a near 20 percent increase the year before. These two commute trips gained 41 riders over two years, with the 7:05 a.m. trip adding 19 riders and the 8:15 a.m. trip adding 22 riders. The 5:30 p.m. return trips from San Francisco were the only evening departure with a notable increase in ridership (10 riders). Patronage of most other weekday trips declined.

Expansion of Larkspur ferry service added 14 trips to the weekday schedule. Two trips were added to the morning commute into San Francisco and three trips were added in the evening commute back to Larkspur. The remaining nine trips were added to midday and reverse commute. There was an immediate and significant (30 percent) increase in commute service patronage. However, as a result of the surge in morning auto trips to LFT, the parking lot filled to capacity by 10:00 a.m. and midday patronage declined by 14 percent, since midday ferry riders rely primarily on auto to access the terminal. Current District efforts to improve ferry services are focused on alleviating access problems at LFT. Over-crowding of the new 325-passenger fast catamaran vessel became an additional and unforeseen problem, which will likely persist until another 400-passenger fast ferry can be procured to redistribute commute patronage among the morning trips.

Weekend patronage on both Sausalito and Larkspur trips during FY 1997/98 decreased compared to previous years. Larkspur patronage decreased about 5 percent from last year after increasing nearly 10 percent the year before. Losses were distributed evenly among all 10 trips. Patronage of weekend Sausalito trips decreased by 4 percent after a 15 percent decrease the year before. All 14 trips suffered losses. Weekend ferry patronage fluctuates considerably from year to year depending on external factors that affect recreational travel. NPS will be studying feasibility of ferry services to various visitor sites in GGNRA. District staff will participate in such efforts to determine if Golden Gate Ferry can play a role in increasing visitors' use of transit to access parklands.

Effective July 1998, District added a round trip to the Larkspur ferry schedule at 10:00 p.m. on Friday evenings to test the feasibility of reducing Bridge traffic congestion by attracting Marin residents who use their automobiles to attend events at entertainment venues in San Francisco. A performance goal of 33 percent farebox recovery was set for the trial service to be operated July through December 1998. Afterwards, a decision was made to continue the service, but only during the summer season from May through September 1999, subject to continued monitoring of its performance. During the initial trial period, the service averaged about 130 passengers and 34 percent farebox recovery. A similar service was considered for Sausalito, but rejected due to relatively anticipated low cost effectiveness and the need for additional subsidy.

FY 97 - July through June, FY 96 - July through December

Weekend/holiday SB from Larkspur					
Departure	FY98 AVG	FY97 AVG	FY96 AVG	FY 97 to 98 % Change	FY 96 to 97 % Change
09:45 AM S	145	153	175	-5%	-12.6%
11:45 AM S	177	186	208	-5%	-10.4%
01:45 PM S	103	105	119	-2%	-12.2%
03:45 PM S	59	64	72	-8%	-11.7%
05:45 PM S	44	42	49	4%	-12.7%
Total	528	550	622	-4%	-11.7%

Larkspur Ferry Service - Average Patronage per Trip - FY 98

Weekday SB from Larkspur					
Departure	FY98 AVG	FY97 AVG	FY96 AVG	FY 97 to 98 % Change	FY 96 to 97 % Change
06:00 AM S	160	140	132	15%	6.2%
07:00 AM S	351	313	270	12%	15.9%
07:30 AM S	317	281	255	13%	10.1%
08:00 AM S	276	267	243	3%	10.1%
08:40 AM S	160	148	145	8%	2.4%
09:45 AM S	191	189	210	1%	-9.9%
11:45 AM S	153	153	172	0%	-10.7%
01:45 PM S	65	66	76	-1%	-13.5%
03:45 PM S	40	42	45	-4%	-7.8%
04:25 PM S	29	29	32	-1%	-7.1%
05:05 PM S	38	39	37	-2%	4.5%
05:40 PM S	33	33	31	1%	4.5%
07:35 PM S	15	18	14	-15%	26.2%
Total	1828	1,717	1,660	6%	3.4%

Exhibit 2-14
p. 1 of 2

Weekend/holiday NB from San Francisco					
Departure	FY98 AVG	FY97 AVG	FY96 AVG	FY 97 to 98 % Change	FY 96 to 97 % Change
10:45 AM N	39	44	45	-11%	-1.7%
12:45 PM N	44	48	52	-8%	-7.5%
02:45 PM N	103	105	114	-2%	-7.9%
04:45 PM N	175	190	209	-8%	-9.1%
06:45 PM N	139	141	152	-1%	-7.2%
Total	500	527	571	-5%	-7.6%
Weekend Total	1,028	1,077	1,193	-5%	-9.7%

Weekday NB from San Francisco					
Departure	FY98 AVG	FY97 AVG	FY96 AVG	FY 97 to 98 % Change	FY 96 to 97 % Change
06:50 AM N	12	9	7	29%	33.3%
07:50 AM N	14	15	9	-8%	65.5%
08:50 AM N	13	13	11	-3%	23.8%
10:45 AM N	45	52	61	-13%	-14.4%
12:45 PM N	75	76	71	-2%	8.0%
02:45 PM N	148	144	152	2%	-5.1%
03:35 PM N	129	119	117	9%	1.0%
04:15 PM N	194	183	178	6%	2.8%
04:50 PM N	241	236	232	2%	2.1%
05:20 PM N	404	381	380	6%	0.1%
06:00 PM N	360	337	304	7%	10.9%
06:45 PM N	206	184	169	12%	8.6%
08:25 PM N	113	110	103	3%	6.4%
Total	1954	1,859	1,794	5%	3.7%
Weekday Total	3,782	3,576	3,454	6%	3.5%

Weekend/holiday SB from Sausalito		FY 97 to 98		FY 96 to 97	
Departure	FY98 AVG	FY97 AVG	% Change	FY96 AVG	% Change
10:50 AM S	46	52	-12%	46	14.5%
12:15 PM S	46	53	-14%	67	-20.1%
01:45 PM S	92	100	-8%	101	-0.9%
03:15 PM S	180	187	-4%	214	-12.3%
04:45 PM S	181	182	-1%	228	-20.2%
06:10 PM S	109	117	-7%	143	-18.6%
07:30 PM S	71	70	1%	88	-20.1%
Total	725	762	-5%	887	-14.1%

Weekday SB from Sausalito		FY 97 to 98		FY 96 to 97	
Departure	FY98 AVG	FY97 AVG	% Change	FY96 AVG	% Change
07:05 AM	S	113	107	94	13.8%
08:15 AM	S	119	119	97	22.7%
09:50 AM	S	41	34	29	18.6%
11:05 AM	S	55	56	54	3.4%
12:25 PM	S	52	64	69	-7.7%
01:55 PM	S	81	80	87	-8.8%
03:20 PM	S	96	91	96	-5.2%
04:45 PM	S	90	85	109	-22.3%
06:05 PM	S	39	39	41	-4.3%
07:20 PM	S	30	27	30	-10.6%
Total		716	702	707	-0.7%

Weekend/Holiday NB from San Francisco						
11:30 AM	N	148	157	-6%	192	-18.6%
01:00 PM	N	129	138	-6%	176	-21.9%
02:30 PM	N	113	107	5%	131	-18.2%
04:00 PM	N	68	73	-7%	86	-14.8%
05:30 PM	N	48	50	-4%	54	-6.6%
06:55 PM	N	46	52	-11%	54	-3.9%
08:05 PM	N	26	23	13%	22	2.4%
Total		578	600	-4%	716	-16.2%
Weekend Total		1,303	1,362	-4%	1,602	-15.0%

Weekday NB from San Francisco									
	7:40 AM	8	9						
	N	N	25	27	-8%	6	48.6%		
	N	25	27	-7%	23	19.1%			
	N	68	72	-5%	78	-8.5%			
	N	78	79	-1%	97	-18.9%			
	N	61	59	3%	69	-14.4%			
	N	60	61	-2%	72	-14.6%			
	N	69	70	-2%	76	-7.5%			
	N	166	159	5%	156	1.9%			
	N	103	111	-7%	99	11.9%			
	N	54	53	1%	50	6.7%			
Total	N	692	699	-1%	725	-3.6%			
Weekday Total	N	1,408	1,401	0%	1,432	-2.2%			

PART 4. CANDIDATE SERVICES FOR CANCELLATION OR PRIVATIZATION

In accordance with Objective 3b and the District's policy on privatization, the District reviews its services for those warranting consideration of cancellation and/or possible private-sector opportunities. In the event that the District determines it necessary to curtail existing transit services for economic reasons, privatization may offer a means of partially mitigating such service curtailment.

A listing has been created identifying the poorest performing District transit routes based on FY 1997/98 performance, excluding Marin local and other services provided with outside subsidy. This listing was determined from the route evaluation in Parts 2 and 3. The following transit routes could be potential candidates for curtailment or private contracting in FY 1999/2000, because of their relatively low effectiveness and efficiency compared to other District-provided transit services of their type.

COMMUTE BUS SERVICES

1. Route 93 Shuttle to San Francisco Civic Center
2. Routes 71 and 75 Sonoma to Marin commute service;
3. Route 78 Sonoma to San Francisco commute service; and,
4. Routes 28 Marin to San Francisco commute service.

FERRY FEEDER BUS SERVICES

Due to the complete reconfiguration of Larkspur ferry feeder bus services and an in-progress evaluation of options for improving patronage of feeder services, identification of routes for possible curtailment or privatization are not included herein. However, as plans are developed for modifications to existing services and addition of new services, private sector opportunities will be considered.

The benefit of contracting with private operators can be determined by a financial comparison of District-provided and private contract-provided services. If the comparison indicates that real cost savings can be realized by the District utilizing contracted resources, then there is fiscal benefit to the District.

SECTION 2. TRANSIT CAPITAL PROGRAM EVALUATION

PART 1. STATUS OF PRIOR YEARS' AND CURRENT GRANT PROJECTS

BUS DIVISION PROJECTS

Replacement Buses

In December 1997, the District received two new 45-foot, lift-equipped, 57-seat MCI buses purchased with a FTA Section 9 grant matched with STA funds. In February 1998, the District received 30 new 40-foot, lift-equipped Nova buses. The District's bus fleet numbered 289 at the end of June 1999. Of the 289 buses, nine accessible 45-seat MCI buses were being leased to the private contract provider of the Club Bus program and 10 retired buses were in emergency contingency reserve. Thus, of the 289 total fleet, 270 buses were available for active service.

Through a piggy-back option coordinated with County of Saratoga, New York, FTA formula grant funds in the amount of \$4.7 million and \$1.1 million State Transit Assistance (STA) funds will be used to purchase 14 additional 45-foot MCI buses in FY 1999/2000. Also in FY 1999/2000, an option for additional Nova buses will be exercised to purchase 15 more Nova buses with \$4.9 million FTA formula funds. In FY 1999/2000, the District will request proposals to acquire four new 30-foot replacement buses using \$976,600 FTA formula funds.

Expansion and Replacement Paratransit Vans

Discretionary Bus grant funds in the amount of \$133,000 and \$30,000 of STA funds were made available in FY 1994/95 to purchase three expansion ADA paratransit vans. These vans, which were necessary in order to expand services to meet ADA service level requirements for the District's intercounty and Marin County local ADA complementary paratransit services, were purchased in FY 1998/99. FTA formula program grant funds in the amounts of \$451,400 for FY 1997/98 and \$206,600 for FY 1998/99 were programmed to purchase 13 replacement paratransit vans for use in Marin County local and District intercounty paratransit services. Through agreement with Marin County, the District will pass these federal funds through to the Marin County Transit District for van purchase.

Bus Facilities Fuel Storage Replacement

FTA formula program grants in the amount of \$1.4 million and \$359,800 of STA funds are being used to replace aboveground and underground fuel tanks at the San Rafael, Novato, and Santa Rosa bus yards. Underground tank work was completed in December 1998, and San Rafael aboveground lubricant tank work is scheduled for completion by June 2000.

Replace San Rafael Roof

FY 1998/99 FTA formula funds in the amount of \$120,000 have been programmed to replace the original roof on the San Rafael Bus Administration building. This project will be implemented in FY 1999/2000.

Bus Stop Accessibility Improvements

FTA Discretionary Bus funds in the amount of \$200,000 and \$50,000 of STA funds will be used to improve accessibility of GGT fixed-route bus stops in FY 1999/2000. District staff is coordinating this project with local jurisdictions and will likely implement this project in conjunction with the Marin Bus Stop Improvements project.

ADA Paratransit Scheduling/Operations Equipment

FTA formula program funds in the amount of \$108,800 and STA paratransit funds in the amount of \$27,200 were secured and used in FY 1996/97 to purchase a computerized scheduling system to support Marin local and District intercounty ADA paratransit system services. System modifications and improvements have been identified and additional FY 1998/99 STA paratransit funds in the amount of \$123,000 have been allocated to the project. These improvements include upgrade to a Windows operating environment and system modifications to provide for Mobile Data Terminal and Automatic Vehicle Locator capabilities.

Bus Computer Scheduling and Dispatch Systems

Federal CMAQ regional funds in the amount of \$600,000 and \$78,000 of state TSM funds were obligated by FTA and Caltrans, respectively, for District purchase and development of computerized GGT fixed-route bus scheduling and operations database systems. This system was substantially installed in 1999. Additional dispatch and timekeeping modules will be purchased in 2000 using \$217,500 FY 1998/99 CMAQ funds recently programmed for this purpose.

Marin Bus Stop Improvements

Federal STP funds from the Marin County apportionment area in the amount of \$255,000 and \$33,100 of state TSM funds were obligated by FTA and Caltrans, respectively, to make traffic and passenger improvements to GGT bus stops in the county. The District is administering this project with cooperation from local jurisdictions and plans for project completion in FY 1999/2000.

Farebox Replacement

FTA formula program funds in the amount of \$1.5 million have been obligated by FTA to replace the District's 12-year-old bus fare collection equipment. This project is being coordinated with the regional Translink automated fare collection system project and will be implemented during or just following the Translink demonstration period. The District has participated along with several other Bay Area operators in the development of Translink specifications and will be a part of the Translink demonstration program currently underway and scheduled for completion in May 2001. Through agreement with MTC, the District is acting on behalf of the region's operators as the pass-through agent for federal grant funds programmed for Translink implementation. Federal grant funds in the amount of \$14.6 million were secured in the District's FY 1996/97 FTA grant contract and an additional \$10.9 million will be secured as a part of the District's FY 1998/99 FTA grant contract in order to support Translink implementation.

San Francisco Bus Storage Lot

FY 1997/98 STP funds in the amount of \$3 million were programmed from the MTC Regional Program to secure a midday bus storage facility in downtown San Francisco. Site investigation and negotiations are ongoing, and will continue until a long-term downtown storage facility can be secured on a permanent or long-term basis through purchase or lease.

Bus Mounted Bike Racks

FTA formula program TEA funds in the amount of \$140,000 have been programmed to the District to complete its program to purchase and install bike racks on Golden Gate Transit buses. Installation of front-mounted racks on 238 buses, 40-foot long or smaller, is currently underway and is scheduled for completion by fall 1999.

Bus Lot Rehabilitation

FY 1998/99 STP funds in the amount of \$531,200 have been programmed by MTC to rehabilitate bus and employee parking lots at the District's San Rafael, Novato, and Santa Rosa bus facilities to meet current operating requirements. This project will be designed and implemented in FY 1999/2000 and FY 2000/01.

FERRY DIVISION PROJECTS

Expansion and Replacement Ferry Vessels

The District received a combined total of \$7.4 million in FTA formula program and state grants to purchase a new \$7.8 million ferry vessel and expand service between Larkspur and San Francisco. The high-speed, twin-hull, 325-passenger vessel was put into service in September

1998. Specifications are being finalized to purchase a second high-speed 400-passenger vessel for operation out of Larkspur. This vessel will be purchased using \$8 million FY 1998/99 formula funds. It is anticipated that this vessel will be delivered and in service about July 2001.

Larkspur Ferry Terminal Fuel System Replacement

FTA formula program grants totaling \$1.6 million and state TCI and STA funds in the amount of \$430,000 are being used to replace the fuel storage and delivery subsystems at LFT. The new system will be completed in July 1999.

Automated Ticket Vending Machines

Section 23 grant funds in the amount of \$240,000 and \$30,000 of STA funds were secured in order to purchase and install single ride ferry ticket vending machines at the Larkspur and San Francisco ferry terminals. This project will be completed and operational in July 1999.

Ferry Ramp Modifications

Access to the new high-speed M.V. Del Norte is at a slightly higher elevation than other District vessels. As a result, during periods of high tide and turbulent water, District has experienced trouble landing the landside gangway of the vessel. Gangway ramp cylinders at Larkspur and San Francisco will be replaced with larger cylinders in 1999 in order to elevate the ramps, thereby reducing the gangway slope and providing for improved passenger access. This project will be implemented using FY 1998/99 FTA formula program funds in the amount of \$200,000.

Facility and Vessel Accessibility Improvements

FTA funds in the amount of \$231,000 were secured in FY 1994/95 to complete modifications to District facilities identified in the District's self evaluation and transition plan for ADA. Facility improvements were substantially completed in FY 1994/95 and a portion of these funds, along with \$50,000 state TCI funds, were used to purchase and install lifts in the stairwells of all District ferry vessels in 1998/99.

Larkspur Emergency Power Generator

FY 1998/99 Federal Ferry Boat Discretionary funds in the amount of \$200,000 were programmed by FHWA in November 1998 to purchase and install an emergency back-up power generator system at the LFT. This project is under design and scheduled to be completed in spring 2000.

Ferry Radar Replacement

STP funds from the San Francisco apportionment area in the amount of \$62,000 and \$46,200 of state TCI funds were programmed and allocated by FHWA/FTA and Caltrans, respectively, to the District's project to purchase replacement ferry radar equipment. This project is underway and scheduled for completion in 1999.

OTHER PROJECTS

Marin Fixed Guideway

The District and Marin County own nearly 16 miles of railroad right-of-way between Corte Madera and Novato formerly operated by NWPRR. Federal HR 2 funds of \$8.1 million and state TCI funds of \$2.7 million were used to purchase the land for preservation as a transitway for a future transit system.

In May 1995, a JPA pertaining to acquisition, operation, and ownership of the right-of-way under purchase from Southern Pacific established the new NWPRR. The agreement is between County of Marin, NCRA, and the District. It includes financial and decision-making participation by Sonoma County through NCRA.

Purchase of the 41.0 miles of right-of-way between south Novato and north Healdsburg and the 24.2 miles of right-of-way between Ignacio and Lombard in Napa County for \$21.0 million from Southern Pacific Transportation Company was completed by NWPRR in FY 1995/96 using federal HR 2, ISTEA, and state TCI funds. Efforts are currently underway by NWPRR to acquire future railroad station sites in Marin County using the remaining \$2.3 million ISTEA funds available for the project.

Non-Revenue Vehicle Replacement

STP funds from the Sonoma County apportionment area in the amount of \$20,000 were programmed and allocated by FHWA/FTA to the District for purchase of replacement non-revenue vehicles. Replacement vehicles are scheduled for delivery in July 1999.

Replacement Computer Equipment

STP funds from the Sonoma County apportionment area in the amount of \$60,000 were programmed and allocated to the District by FHWA/FTA for purchase of replacement general computer equipment used to support GGT administrative functions. These funds will be spent in 1999 as a part of the District's ongoing computer equipment replacement program.

Microwave Communications System Equipment

STP funds from the Marin County apportionment area in the amount of \$141,000 were programmed and allocated to the District by FHWA/FTA for the purchase of replacement microwave communications equipment. Additional FTA formula funds in the amount of \$82,300 were allocated to this project in FY 1998/99. This project is currently underway and scheduled to be completed in 2000.

Electric Vehicle Charging Stations

Marin County Transportation Fund for Clean Air funds in the amount of \$54,000 and local match funds in the amount of \$34,380 from General Motors were made available for installation of electric vehicle charging stations at the San Rafael Bus Transit park-and-ride lot on Andersen Drive and at the LFT. Two charging stations were installed and opened for use at Larkspur in June 1999. San Rafael charging stations are scheduled to be completed 1999.

PART 2. EVALUATION OF CAPITAL PROGRAM

CAPITAL PROGRAM DEVELOPMENT PROCESS

The District's capital program has two general areas of emphasis including replacement and enhancement of existing facilities and equipment. Within each area, projects are developed to improve the performance of the three major transit functions of maintenance, operations, and administration. The two transit operating divisions, bus and ferry, are both divided into these functional departments. The managers of these departments determine their capital needs annually prior to the preparation of the budget and ten-year projection. These capital improvement projects are reviewed, evaluated, and supplemented by a capital project development team made up of Planning, Engineering, and Finance staffs.

The capital project development team was formed in 1994 to annually prepare a rational and effective program of capital improvement projects for the District that will compete well for limited state and federal capital grants. Federal TEA-21 and coordinated state capital fund programming processes require significant effort in the area of advanced planning and project development to anticipate and justify future capital needs. TEA-21 federal grant programming processes, as implemented by MTC, are conducted one to four years in advance of grant fund availability. These grant programs do not generally provide flexibility to accommodate last-minute changes in project cost, funding, or technology; and, once projects are programmed, revision to project scope and cost are severely restricted. Thus, it is critical to conduct advanced and thorough project planning and development in order to maximize grant opportunities and ensure effective project implementation.

FEDERAL CAPITAL GRANTS PROCESS

Federal capital grant funds available to support GGT bus and ferry projects are generally available from three primary sources including the FTA Urbanized Area Formula funds, CMAQ funds, and STP funds. These three fund sources are administered by MTC and the State of California through various competitive fund programming processes. The District receives the majority of its federal capital program grants from the FTA Urbanized Area Formula funds administered by MTC. The District also receives small amounts of additional federal grants from STP and CMAQ sources administered by the state, county CMAs, and MTC, and occasional bus and ferry discretionary earmarks available through legislative advocacy efforts.

MTC's regional grant programming process for FTA Urbanized Area Formula Program funds requires submittal of FY 1999/2000 through FY 2008/09 transit capital improvement program requests in FY 1999/2000. The District's FY 1999/2000 – 2008/09 program is provided in detail in Chapter 3, Section 2. This program includes past-year projects deferred due to a lack of federal fund availability as well as new projects needed to maintain existing service levels and allow for service improvements. The District has not proposed projects that provide for significant service

expansion due to a shortage of local, state, and federal capital and operating subsidy for this purpose. Consistent with the District's agreement with MCTD for paratransit services, this program includes projects to support both MCTD local Marin and District intercounty ADA complementary paratransit services.

Regional funding priorities set by MTC for programming FTA Urbanized Area Formula funds favor capital projects needed for continuation of existing transit services. Project scoring criteria are structured to fund high priority revenue vehicle and fixed guideway system replacement first, and, funding permitting, to also respond to federal mandates and regional policies concerning ADA, congestion relief, environmental protection, and coordinated transportation and land use. FTA Urbanized Area Formula grant funds available in the MTC region fall considerably short of operators basic replacement needs. As a result, routine facilities and equipment replacement projects such as replacement of non-revenue vehicles, bus storage facilities, and administrative equipment that support continuing transit operations often fall in priority order below the funding line.

MTC programming processes for STP and CMAQ funds support a TEA-21 provision that allows the flexibility to use these FHWA funds to support transit projects. MTC, county CMAs, and public transit operators have established guidelines and criteria for the allocation of flexible CMAQ and STP funds through the efforts of MTC's Bay Area Partnership Finance Committee and Planning and Operations Committee. Policies developed for programming these funds support various objectives, including system rehabilitation and replacement, corridor management, safety, and liveable communities/enhancement initiatives. Projects that remove auto traffic from the transportation network or improve the flow of traffic on the existing roadway system compete well for these funds. As a multi-county operator with both local and regional capital projects, the District is required to submit project fund applications to compete for flexible STP and CMAQ funds to the Marin, San Francisco, and Sonoma County CMAs and MTC for inclusion in the county and regional funding programs. MTC collaborates with the counties in considering county-developed local programs and in the development its regional funding program. In addition to supporting District projects, staff often works with local public works and state highway engineers to develop transit-beneficial projects for local and regional program implementation and funding.

SECTION 3. FINANCIAL PROGRAM EVALUATION

PART 1. PRELIMINARY FINANCIAL PROJECTION

The District adopted a five-year financial program of toll and fare adjustments in 1991, which it anticipated would provide funding for the Golden Gate Bridge seismic retrofit project, ongoing operations of the District, and certain transit service enhancements. That projection was predicated on certain assumptions relative to future growth in traffic across the Golden Gate Bridge, transit patronage, cost inflation, construction schedules, etc. In subsequent years actual Bridge traffic and transit patronage, and their production of operating revenues, fell short of projections. Local and state operating subsidies were also lowered because of temporary economic recession, and federal transit operating subsidies were eliminated entirely. Furthermore, the cost of seismic retrofit of the Golden Gate Bridge has more than doubled from the 1991 estimate as pre-construction activities have delayed implementation and detailed design generated more accurate cost estimates. New, unanticipated and costly Bridge rehabilitation needs have recently been identified as well. As a result of these financial setbacks, the District deferred some planned service expansion, reduced certain less efficient transit services, and took other belt-tightening actions to contain costs. Also, transit fare increases were implemented in September 1993 and July 1998. In addition, with the July 1998 fare increase, the District adopted new policy to provide for annual fare adjustments to keep operating revenues in step with cost inflation as measured by the Bay Area Consumer Price Index. As illustrated in the current Baseline Financial Projection Summary (**Exhibit 2-15**), the District's efforts have been sufficient as far as sustaining a positive financial position through FY 2002/03 but not beyond. A \$64 million shortfall is projected by the end of the ten-year planning horizon in FY 2008/09. This assumes the District would receive the requested 80 percent federal funding of the Golden Gate Bridge seismic retrofit construction project. New transit fares effective July 1, 1999 are shown on **Exhibit 2-16**.

Without substantial additional federal participation in the seismic retrofit project, the District could be as much as \$184 million short of funding the retrofit. Because of this funding uncertainty, the District is considering alternative future actions relative to reducing costs and increasing revenues to improve its future fiscal position. Additionally, the District is seeking other possible sources of funds for the seismic retrofit or to support the other District services and programs it provides.

PART 2. SEISMIC RETROFIT FUNDING SCENARIOS

In 1999, after more than four years of engineering design the District revised its construction budget for the Bridge seismic retrofit project to \$217.6 million. Over \$43.5 million of Bridge toll revenue, accumulated from the 1991 financial program and from petroleum antitrust suit funds awarded to the District for seismic retrofit projects, has been set aside in the District's restricted reserve for seismic retrofit construction. Phase 1 of the three-phase construction project is underway. Phase 2 will begin in FY 1999/2000. The District has received funding commitments through the federal TEA 21 legislation in the amount of \$56.8 million. About \$117 million

additional funding will be needed to complete the project. If federal or other government assistance is not realized, the District may have to consider means to significantly reduce its expenses and generate added revenues if it is to provide sufficient surplus operating funds to move forward with the retrofit. Of course, the longer the seismic retrofit project is delayed, the greater the risk of an earthquake occurring in the interim with resultant damage to the Bridge.

PART 3. ALTERNATIVE SERVICE AND FARE ADJUSTMENTS

POLICY

District policy provides that in the event projected District revenues are insufficient to cover expenses, initial efforts will address "the elimination of the least efficient services, routes, or runs, substitution of District operations with private contract services, or transfer of operational responsibilities to private or public operators or agencies." Further, the District policy states that service reductions and fare increases should consider, along with usage of transit, the financial support, including subventions, provided by each county.

This policy follows the doctrine of first meeting the needs of the Golden Gate Bridge and then providing for transit needs as resources permit, and provides basic guidance for the District should it be necessary to develop and evaluate alternative actions in support of the retrofit project. However, District's Board of Directors recognizes the importance of preserving transit service to the North Bay, and the significant progress made to date along with current efforts to increase service efficiency. Accordingly, adjustments to or the seeking of alternative funding for selected Bridge improvements and rehabilitation projects are avenues of consideration.

REVIEW OF TRANSIT SERVICES

The service evaluation described in Parts 2 to 4 of Section 1 of this chapter identified the District's least efficient services. However, a new computer based bus scheduling and run-cutting system to become fully operational in FY 1999/2000, holds promise to significantly alter the cost structure of GGT bus services. Substantial savings are forecast. In addition, District is expanding the capabilities of the computer system by purchasing companion bus dispatching software in FY 1999/2000, which should provide further economic benefits to the District without reduction of transit service to customers. It may be prudent to defer actions targeted at specific bus routes until after the efficiencies resulting from the new computerized systems are realized.

Similarly, regarding ferry services, District is in the midst of evaluating the success of Larkspur ferry expansion and considering opportunities to continue ferry patronage growth through procurement of additional fast ferry vessels as older vessels are retired and replaced. Service reductions at this time could be counterproductive to this effort.

TRANSIT CAPITAL PROGRAM

District transit capital program does not provide for expansion of services but rather for rehabilitation of facilities and equipment. Some projects may be candidates for deferral, however.

TRANSIT REVENUE ENHANCEMENT

With the recent adoption of policy to provide for annual transit fare increases, District has achieved its objective to recover at least 33 percent of operating expenses from operating revenues. Nonetheless, additional revenue generating options are available from sale of advertising and disposal of surplus property.

However, cost savings from adjustments to transit services (short of a substantial degradation of services) and transit revenue generation opportunities are meager compared to the enormity of the financial needs of the Bridge. Therefore, adjustments to Bridge capital improvement program and District reserves may be necessary to sustain transit services and capital rehabilitation program.

PART 4. CONCLUSION

As demonstrated by District's baseline financial projection, currently planned programs and projects cannot be funded beyond FY 2002/03, even if requested federal participation in the seismic retrofit project is realized. Without an 80 percent federal grant for the Bridge retrofit, a funding need of upwards of \$117 million could develop. Actions based on existing service policies to eliminate least efficient services and maintain a 33 percent operating recovery ratio would not generate sufficient added savings and revenues to fully meet retrofit needs without serious degradation to transit services. Accordingly, other possible financing options will need to be identified for consideration if federal grant prospects do not improve.

Assuming the requested federal funds for Bridge seismic retrofit are obtained, a program of transit cost efficiency improvements and revenue enhancements will still need to be developed along with a program of Bridge capital cost reductions or deferrals and reserve adjustments to address a projected \$64 million financial shortfall by the end of FY 2008/09.

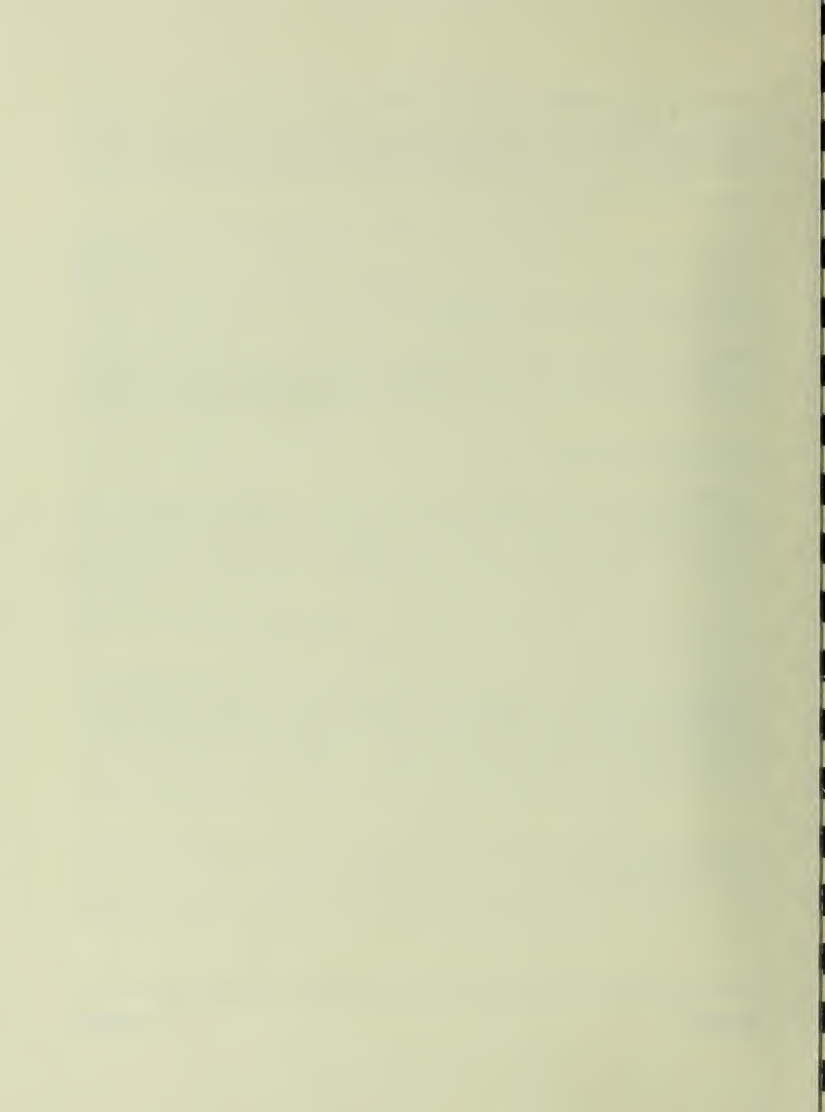


EXHIBIT 2-15

Ten-Year Baseline Financial Projection (in millions) – Assuming 80% Federal Funding of Golden Gate Bridge Seismic Retrofit Construction and Inclusion of All Capital Projects in Progress or Under Consideration by the District.

	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	Total 10 Years
Bridge Operating Surplus	\$33.6	\$33.5	\$34.0	\$33.6	\$33.0	\$32.4	\$31.7	\$31.0	\$30.1	\$29.4	\$322.3
Transit Operating Deficit	-\$28.0	-\$29.5	-\$30.1	-\$30.7	-\$31.2	-\$32.1	-\$32.8	-\$33.6	-\$34.3	-\$35.0	-\$317.2
Net Operations	\$5.6	\$4.0	\$3.9	\$2.9	\$1.8	\$0.3	-\$1.1	-\$2.6	-\$4.2	-\$5.6	\$5.1
Capital Expenses	\$60.5	\$65.7	\$45.0	\$79.9	\$48.1	\$53.3	\$39.2	\$16.4	\$34.1	\$5.8	\$447.9
Capital Subventions	\$60.5	\$50.2	\$38.3	\$73.0	\$43.6	\$36.9	\$22.2	\$12.6	\$26.5	\$3.9	\$367.8
Net Capital	\$0.0	-\$15.5	-\$6.7	-\$6.9	-\$4.5	-\$16.4	-\$17.0	-\$3.8	-\$7.6	-\$1.9	-\$80.2
Net Operations + Capital	\$5.6	-\$11.5	-\$2.8	-\$4.0	-\$2.7	-\$16.1	-\$18.1	-\$6.4	-\$11.8	-\$7.5	-\$75.1
Available Reserves	\$11.6	\$17.2	\$5.7	\$3.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$11.6
Net Surplus or Shortfall Cumulative	\$17.2	\$5.7	\$3.0	-\$1.0	-\$2.7	-\$16.1	-\$18.1	-\$6.4	-\$11.8	-\$7.5	-\$63.6
Restricted Reserves	\$35.0	\$29.4	\$30.3	\$31.2	\$32.1	\$33.1	\$34.1	\$35.2	\$36.3	\$37.5	

GOLDEN GATE TRANSIT FARES EFFECTIVE JULY 1, 1999**BUS TRANSIT FARES****ADULT CASH FARE**

From Zone	1	2	3	4	5	To Zone 6	7	8	9	10
1	\$ 2.05									
2	2.25	1.50								
3	2.85	1.50	1.50							
4	3.40	1.50	1.50	1.50						
5	4.85	3.40	2.85	2.25	2.05					
6	5.45	3.95	3.40	2.85	2.05	2.05				
7	3.95	3.00	3.00	3.00	4.85	5.45	1.50			
8	4.55	3.00	3.00	3.00	4.25	4.85	3.00	1.50		
9	2.85	1.50	1.50	1.50	4.25	4.85	3.00	3.00	1.50	
10	4.55	2.85	2.25	2.85	4.25	4.85	4.55	3.95	3.40	1.40

SENIOR OR DISABLED CASH FARE**(50% DISCOUNT--ROUNDED DOWN TO NEAREST 5 CENTS)**

From Zone	1	2	3	4	5	To Zone 6	7	8	9	10
1	\$ 1.00									
2	1.10	0.75								
3	1.40	0.75	0.75							
4	1.70	0.75	0.75	0.75						
5	2.40	1.70	1.40	1.10	1.00					
6	2.70	1.95	1.70	1.40	1.00	1.00				
7	1.95	1.50	1.50	1.50	2.40	2.70	0.75			
8	2.25	1.50	1.50	1.50	2.10	2.40	1.50	0.75		
9	1.40	0.75	0.75	0.75	2.10	2.40	1.50	1.50	0.75	
10	2.25	1.40	1.10	1.40	2.10	2.40	2.25	1.95	1.70	0.70

YOUTH CASH FARE (25% DISCOUNT--ROUNDED TO NEAREST 5 CENTS)

From Zone	1	2	3	4	5	To Zone 6	7	8	9	10
1	\$ 1.55									
2	1.70	*								
3	2.15	*	*							
4	2.55	*	*	*						
5	3.65	2.55	2.15	1.70	1.55					
6	4.10	2.95	2.55	2.15	1.55	1.55				
7	2.95	**	**	**	3.65	4.10	*			
8	3.40	**	**	**	3.20	3.65	**	*		
9	2.15	*	*	*	3.20	3.65	**	**	*	
10	3.40	2.15	1.70	2.15	3.20	3.65	3.40	2.95	2.55	1.05

* One Marin County youth ticket

** Two Marin County youth tickets

Note: Student Fare for local travel within Marin County is available only through the purchase of Student Discount Local Ticket Books at a rate of 20 tickets for \$22.50.

PREPAID DISCOUNT FARES

Price of Twenty-Ticket Transit Discount Ticket Book (20% Discount)

From Zone	1	2	3	4	5	6	7	To Zone 8	9	10
1	-	-	-	-	-	-	-	-	-	-
2	\$36.00	-	-	-	-	-	-	-	-	-
3	\$45.60	-	-	-	-	-	-	-	-	-
4	\$54.40	-	-	-	-	-	-	-	-	-
5	\$77.60	\$54.40	\$45.60	\$36.00	-	-	-	-	-	-
6	\$87.20	\$63.20	\$54.40	\$45.60	-	-	-	-	-	-
7	\$63.20	-	-	-	\$77.60	\$87.20	-	-	-	-
8	\$72.80	-	-	-	\$68.00	\$77.60	-	-	-	-
9	\$45.60	-	-	-	\$68.00	\$77.60	-	-	-	-
10	\$72.80	\$45.60	\$36.00	\$45.60	\$68.00	\$77.60	\$72.80	\$63.20	\$54.40	-

FERRY TRANSIT TARIFF SCHEDULE

1. Weekdays

Zone

2 (Sausalito) \$4.80/2.40/3.60

3 (Larkspur) \$2.85/1.40/2.15

Key: Basic Cash Fare/Senior and Person with Disabilities Fare/Youth Fare

2. Saturdays, Sundays and Holidays

Zone

2 (Sausalito) \$4.80/2.40/3.60

3 (Larkspur) \$4.80/2.40/3.60

Key: Basic Cash Fare/Senior and Person with Disabilities Fare/Youth Fare

PARATRANSIT TARIFF SCHEDULE

From Zone	1	2	3	4	5	6	7	To Zone 8	9	10
1										
2	\$ 4.25									
3	5.35									
4	6.40									
5	8.85	6.40	5.35	4.25						
6	9.95	7.45	6.40	5.35						
7	7.45				8.85	9.95				
8	8.55				7.75	8.85				
9	5.35				7.75	8.85				
10	8.55	5.35	4.25	5.35	7.75	8.85	8.55	7.45	6.40	

CHAPTER 3. RECOMMENDED SHORT RANGE TRANSIT PLAN

SECTION 1. OPERATIONS AND MAINTENANCE

GOLDEN GATE TRANSIT BUS SERVICES

Transbay Commute Bus Service

Commute bus services will be maintained at current levels with the provision that low patronage bus trips (carrying less than the 20-passenger performance standard) will be reviewed and potentially curtailed if determined to be ineffective. The program of annual transit fare increases along with changes in work/travel patterns and the cost and availability of alternative modes of commuting may result in reduced bus patronage. Commute bus ridership and seating capacity will be closely monitored and adjustments made as necessary to address imbalances. Route 28 is a candidate for review in FY 1999/2000.

District staff will continue to work with local governments to address various roadway operating issues which adversely impact bus operations and schedule reliability.

Sonoma/Marin Commute Bus Service

District monitors the relatively low ridership and high deficit (compared to transbay commute bus routes) of Routes 71 and 75. In particular, Route 75 currently appears to require a high subsidy per rider. Future implementation of passenger rail service between the two counties could make these two bus routes redundant to rail service.

Transbay Basic Bus Services

Basic bus services will be maintained at current levels although transbay passenger load factors will be monitored and service adjusted, if necessary to improve efficiency. Increased local Marin use of transbay basic bus service will be addressed by proposed improvements to MCTD local bus services.

Recreational Bus Services

Routes 63 and 65 recreational bus services are recognized as being the only public transit services linking West Marin rural communities to urbanized East Marin. Therefore, notwithstanding their lower ridership and higher rates of subsidy, these services will continue to be provided with federal funding support.

District will participate in NPS and County of Marin efforts to study improvements to public transit access to federal and state parklands in the GGNRA. Studies will be conducted in FY 1999/2000. New shuttle bus services to Muir Woods and ferry services to Fort Baker will be considered if desired by GGNRA.

Ferry Feeder Bus Services

A plan for new and improved Larkspur ferry feeder bus services is being developed to address regular weekday overcrowding of the 1,346-space LFT parking lot. Over 90 percent of morning commuters are using their cars to access the ferry. Prospective midday ferry riders, who do not have feeder bus services available to them, are discouraged from using the ferry. The objective of the plan is to effectively reduce demand for parking by encouraging use of feeder service while improving the efficiency of service delivery. There are four elements of the plan: (1) adjust existing services to improve cost effectiveness; (2) add new service targeted for nearby high-density residential complexes; (3) establish guaranteed ferry ride incentive for using feeder buses; and, (4) establish marketing program to promote feeder bus use. The plan will be developed and implemented in FY 1999/2000.

Using Transportation Fund for Clean Air grant, District established, for a one-year test period ending August 1999, a new shuttle bus Route 29 to provide midday and other off-peak service connecting LFT with SRTC. District is currently considering continuation of the service with District subsidy. Also, District is working with MCTD in the Marin County Bus Transit Master Plan effort to improve midday local Marin bus service to LFT to provide new midday transit options for ferry access as alternatives to access by auto.

Local Bus Services

Most Marin local bus services operated by District for MCTD will continue in FY 1999/2000. With the closing of North Bay Industries training facility in Bel Marin Keys, Route 47 will be discontinued in July 1999. Increasing local ridership and fare revenue combined with a stable operating cost structure has resulted in availability of local operating subsidy for local service expansion. MCTD and District are considering changes to Routes 1, 21, 23, and 35 to fully utilize available subsidy in FY 1999/2000.

To prepare a program of local transportation improvements for possible voter consideration of a local sales tax increase, Marin County will undertake a Multi-modal Bus Transit Master Plan study and a Bicycle Master Plan study in FY 1999/2000. It is likely that the recommendations of these studies will provide guidance to MCTD and GGT on implementing future improvements to Marin local fixed bus routes and paratransit services, as well as improvements to local transit centers and bicycle access to transit stations.

East Bay/Marin Bus Service

A regional study of bicycle and pedestrian access across the Richmond-San Rafael Bridge recognized that GGT Route 40 is the only alternative to automobile travel. The study recommended the hours of Route 40 service be extended from 7:00 p.m. to 11:00 p.m. to improve its convenience and accommodate bicyclists and pedestrians needs. District staff will be working with the consortium of operators and MTC to address this need.

GGT Route 40 bus service between San Rafael and El Cerrito Del Norte BART station is a regional transit link over the Richmond-San Rafael Bridge. MTC, BART, AC Transit, and District commit STA funds to support the service. The current funding formula requires a 17 percent contribution derived from District STA revenue based funds. District has requested MTC to use tolls collected on the Richmond Bridge to fund the proposal to extend Route 40 bus service. Golden Gate Bridge toll revenues are not available to support the service. The District continues to seek alternative funding to expand service to meet this demand.

System-wide Operations and Maintenance

Routing and service level of all GGT bus services in San Francisco may be affected by two capital facilities projects currently under review by Caltrans and City of San Francisco. Over the past 25 years District has leased from Caltrans, for GGT midday bus storage, state-owned land near the Transbay Terminal. This 1.6-acre GGT bus lot located on Folsom Street between Spear and Main Streets is proposed for redevelopment. Caltrans has terminated the District lease. District, Caltrans, and City of San Francisco staffs are currently working on District lease of a nearby alternate state-owned site for GGT bus storage. Otherwise, changes to the location and size of the midday bus facility could precipitate realignment of GGT bus routes, which could adversely impact bus services and operating costs. It is estimated that annual GGT bus operating expenses could increase by as much as \$5 million without the use of the downtown bus yard. Complicating matters are the Caltrans projects to seismically upgrade the TTT and Oakland-San Francisco Bay Bridge. TTT tenants may be temporarily relocated to new sites, including the site under consideration for District lease. Other state-owned vacant sites are to be used as construction staging areas for the Bay Bridge seismic project. In the long term, and lacking a dedicated site for GGT bus parking, District is seeking potential accommodation in a proposed new TTT on the site of the existing TTT.

District is pursuing cost efficiency improvements in service scheduling and dispatching. During FY 1998/99, a new computerized scheduling system was installed to replace current manual procedures. Preliminary results are that computer-assisted optimization of vehicle blocking and operator runcutting can provide substantial cost savings over manual methods. It is proposed that this new system be expanded in FY 1999/2000 to include operator bidding, dispatching, and links to timekeeping for additional cost savings. Savings should be realized in FY 1999/2000 and will be reflected in the financial plan. Automated retrieval of schedule information for public information purposes is being proposed in conjunction with the MTC regional transit customer trip planning (TranStar) project.

In response to requests from the bicycling public, District will complete installation of front mounted exterior bicycle racks on 238 GGT buses, 40 feet or smaller, during FY 1999/2000. Each rack holds two bicycles. California Motor Vehicle Code currently prohibits adding racks to the District's 32 buses that are 45 feet long. District will continue to seek means to store bicycles on these large buses.

Maintenance of GGT buses will continue to follow the preventative program outlined in **Appendix B** of this SRTP. District is continuing to explore opportunities to reduce costs of maintaining facilities by pursuing bus shelter contracting opportunities. Also, use of advertising on shelters as a revenue generation source is being addressed in this effort. Installation of new fare collection equipment is addressed in **Appendix A** description of the regional Translink project.

GOLDEN GATE FERRY SERVICES

The existing M.V. Golden Gate vessel is over 30 years old and will be retired in FY 2000/2001. A new, faster replacement vessel will be purchased in FY 1999/2000 to improve efficiency of Larkspur service. **Exhibit 3-1** illustrates a proposed four vessel, 42-trip Larkspur ferry schedule. The schedule will encourage new ridership, further relieving peak period commute traffic congestion on the Golden Gate Bridge, and fully utilize existing vessel crews to the extent that annual operating subsidy required for Larkspur ferry service should decrease. The current schedule for delivery of the new vessel provides for late 2001 augmentation of Larkspur ferry service. An existing Spaulding vessel is planned to be assigned to Sausalito service to operate the existing Sausalito ferry schedule. Prior to expanding Larkspur ferry service, feeder bus services will be improved (as described previously) to avoid further congestion of the LFT parking lot.

The Larkspur terminal parking lot was adjusted to add 180 parking spaces and provide preference to carpools and electric vehicles, and improved with the addition of bicycle parking in anticipation of service expansion in FY 1998/99. Feeder bus services were also adjusted to serve the expanded ferry schedule. District will continue to develop and implement access improvements to alleviate the current landside constraints on future Larkspur ferry patronage growth. Besides District efforts to increase feeder bus use, District is encouraging other agencies to implement access improvements in their jurisdictions which were recommended in the Larkspur Ferry Terminal Access Improvement Study. These include: reducing through traffic on East Sir Francis Drake Boulevard, adding traffic signals at the East Sir Francis Drake/Andersen Drive intersection and coordinating signals around the terminal, improving pedestrian and bicycle access, adding a variable message sign on U.S. Highway 101, and providing additional off-site parking. Bicycle access improvements will be subject of a County of Marin effort to develop a Bicycle Master Plan. District staff will participate in the Plan to address improving access to ferry terminals.

Also, for the future, District staff is assessing the potential benefit of replacing Spaulding vessels in FYs 2006-2008 with high-speed vessels. A range of service options, corresponding to strategies of reducing operating cost or increasing scheduled crossings utilizing five high-speed vessels, is being developed for consideration. Standard specifications for uniform vessel design and procurement will be pursued where advantageous.

In July 1998, a six-month demonstration program provided late night Larkspur ferry service on Fridays. This service was deemed successful in encouraging ferry use as an alternative to private auto travel on the Golden Gate Bridge during the very congested Friday evening commute period. The added service provides ferry trips departing Larkspur at 10:00 p.m. and San Francisco at

11:15 p.m. The program continues to operate from May through September on an annual basis, subject to performance monitoring. Introduction of Friday night Sausalito ferry service was also considered but rejected due to relatively low cost effectiveness, which would necessitate additional subsidy. However, this service will be reconsidered when M.V. Golden Gate is replaced in FY 2000/2001.

Free ferry feeder bus services will continue to be provided to and from the ferry terminals in San Francisco, Sausalito, and Tiburon. District's San Francisco feeder bus services are available to patrons of other regularly scheduled commuter ferry operations servicing the Ferry Building area in San Francisco as an element of the free transfer program for District ferry riders to and from MUNI. District will also work with Port of San Francisco and City of Sausalito on their plans to improve their ferry facilities.

Additional efforts in the near term will be to improve through rehabilitation the operating effectiveness and efficiency of aging ferry facilities and Golden Gate Ferry vessels. Maintenance of Golden Gate ferry vessels will continue to follow the preventative program outlined in **Appendix B** of this SRTP. Installation of new fare collection equipment is addressed in **Appendix A** description of the regional Translink project.

In the longer term, additional feeder bus services, additional parking, improved parking management, and roadway improvements may be needed at LFT to provide for patronage growth and for increased general traffic in the vicinity unrelated to ferry use. (Ferry traffic accounts for less than 3 percent of total afternoon peak period traffic volumes at the terminal access point.) District encourages Caltrans, San Rafael and County of Marin to program funds for improvement of the I-580/U.S. Highway 101 interchange.

Also, new markets for ferry service may develop beyond the current Larkspur market area. MTC and the Bay Area Council have studied the potential for expanded high-speed water transit in the Bay Area. Residential, commercial and park development of bayside land in the Sausalito, San Rafael, Novato, and Petaluma areas could support such service. The Regional Ferry Plan Update, prepared by MTC, identifies a potential new ferry route between Port Sonoma and San Francisco. The Water Transit Initiative, prepared by Bay Area Council for the California State Legislature, identified potential new ferry terminals at Port Sonoma, Hamilton Field, San Rafael, Sausalito Bay Model, and Fort Baker. Both plans address the benefits of consolidated ferry operations on the Bay. MTC will be considering including ferry expansion in its Transportation Blueprint for the 21st Century. Ferry service to the new Pacific Bell Ballpark in San Francisco has also been proposed. Should funds become available, District would consider participating in an augmented water transit system in the North Bay.

PARATRANSIT SERVICES

In response to ADA, District successfully implemented complementary paratransit service to its fixed-route basic bus service in accordance with a Joint Paratransit Plan for regional paratransit services and in full compliance with ADA regulations. Regional paratransit services have been and will continue to be expanded to meet projected growth under an agreement with MCTD and its paratransit contractor, MSCC/WSW. Cost efficiency improvements are being implemented in FY 1999/2000 through enhanced performance monitoring and computerized demand-responsive scheduling of paratransit vans.

District and MCTD have reviewed current capital and operations programs for purposes of modifying them to address projected growth. The capital program will include purchasing local expansion vans and replacement local and intercounty paratransit vans, maintenance and vehicle dispatching equipment. A "Pass Through" agreement is in place to allow District to obtain federal paratransit capital grants for use and administration by Marin County. The operations program will include further enhancements to computerized scheduling and dispatch systems, including proposed mobile data terminals to improve operational efficiency and to provide trip linking between demand-responsive paratransit vans and fixed route buses and ferries.

MCTD local and District intercounty paratransit vans will also serve as the paratransit component of MTC's Translink demonstration project. Translink card readers will be installed in each MSCC/WSW vehicle beginning in fall 2000. Policies and procedures for implementation of an effective demonstration program will be developed during the next year.

INTELLIGENT TRANSPORTATION SYSTEMS AND ALTERNATIVE FUELS

The District is participating in regional and state efforts to apply microprocessor technology to public transit and highway operations and monitoring national efforts to further develop this technology. Such regional and state efforts include Translink, TravInfo, TranStar, and FastTrak. National efforts include Smartbus. Since District transit systems do not have a dedicated source of funding, District takes a conservative approach to introducing new (and expensive) technology, preferring to purchase proven equipment appropriate for cost efficient operation. This predilection for transit industry standards is exemplified by the GGT diesel bus and ferry fleet.

District is very cautious about introducing alternative fuel buses (and ferries) into its fleet, due to the high capital cost of conversion and high cost of operations reported. Recent studies of alternate fuel, heavy-duty engine performance in transit operations by Transportation Cooperative Research Program and Los Angeles County Metropolitan Transportation Authority raise serious concerns about the cost effectiveness of currently available alternatives to clean diesel engines. Thus, District is not proposing to purchase CNG buses. CNG ferry vessels are not currently certified by the U.S. Coast Guard for use by passenger ferry operators.

However, alternative fuel engines appear to be appropriate for certain light-duty applications. District has purchased several electric utility vehicles and a CNG van and is evaluating increasing the number of alternative fuel vehicles in its light duty, non-revenue fleet. District has also partnered with BAAQMD to install electric vehicle charging stations in two of its commuter park-and-ride lots for public use.

ADMINISTRATION AND TECHNICAL SERVICES

Much of District's administrative and technical monitoring functions such as word processing, inventory control, maintenance performance, employee record keeping, certain financial accounts and passenger counting have been computerized. Ongoing efforts to upgrade these systems are part of a Communications and Information System project described in the capital improvements program. A project was initiated in 1998 to establish Local and Wide Area Networks running under Windows NT to link computers at District's three main facilities (Golden Gate Bridge, Larkspur Ferry Terminal, and San Rafael Bus Facility). This work is expected to be completed in 2000. Migration of enterprise systems applications to Windows NT will continue through FY 2002/2003. The value of having an up-to-date database providing accurate and timely statistics on the diverse components of District operations via an effective communications system is evident to management as it continues to focus on improving performance.

PUBLIC INFORMATION

The Public Information Department develops, implements, and evaluates communication strategies for District's media, public information, and community relations programs in support of District's efforts. A wide range of outreach activities are on-going:

- Coordinating Community Relations and Public Information Programs with the Board of Directors, media, public agencies, District employees, elected officials, civic and community organizations, transit patrons, and the general public.
- Planning and directing development and distribution of various public information including newsletters, brochures, specialized reports, feature articles, notices to patrons, and videos, to enhance public, media, and community understanding of District programs and activities and to promote interaction between the public and the Board of Directors. An Internet web site at www.goldengate.org is maintained to enhance public communication with District.
- Participating in or directing the planning and administration of educational programs that include public notices, workshops, conferences, transit fairs, school programs, speeches, tours, and other community events.
- Planning and directing preparation and disbursement of press releases regarding District services and activities.

- Assessing community understanding and acceptance of District programs and activities.
- Representing District in wide-ranging public forums.
- Continue to provide appropriate public information material including Bus and Ferry Transit Guide with information on transit services and fares, and access via other transit operators, bicycles, and automobile park-and-ride facilities, and by youths, seniors, and persons with disabilities.

MARKETING

The Marketing Department will continue its aggressive approach to marketing Golden Gate Bus and Ferry Transit services using print, direct mail, and electronic media. Marketing staff will continue working with counterparts at other Bay Area transit agencies to develop effective regional marketing programs that promote increased ridership on a regional level. Staff will also work with bicycle advocates to encourage the use of bicycles to access transit services.

To increase off-peak ferry ridership and bolster summer use, the Marketing Department hosts a Sausalito Ferry "Lunch for the Office Bunch" every Friday, June through September. This annual program presents workers in San Francisco's Financial District the opportunity for a lunchtime getaway aboard the Sausalito Ferry.

To increase winter ferry patronage, Marketing Department annually hosts the Golden Gate Larkspur "Merry Ferry." This promotion encourages customers to ride the Larkspur Ferry to San Francisco during the holidays. A free Golden Gate Transit "shopper shuttle" bus that transports customers to and from downtown shopping areas is provided.

The Marketing Department is developing a strategy to effectively market feeder bus services to and from LFT. The principal target audience for this program will be current Larkspur ferry customers who drive to LFT. The primary objective of the proposed program is to reduce demand for auto parking at LFT on weekdays through increased usage of the free round trip feeder bus service. The program will include educational outreach and promotional incentive components.

Additionally, staff will pursue possible development of new feeder bus routes to high-density residential areas. Staff has identified two key areas within two miles of LFT. In cooperation with the property managers, staff will distribute a survey to the residents located in the targeted clusters. Each targeted cluster will receive a survey customized to that particular area. Each survey will seek customer responses regarding ferry usage, current transportation methods (to and from LFT), and identification of incentive methods that might be effective in encouraging sustained usage of the feeder bus service. Information received from the surveys and/or informal meetings will be used for development of test feeder bus routes for serving the designated clusters. The test routes will then be actively promoted to current and potential ferry customers within the

designated areas through advertising, notices and other informational material. Based on the results of this test phase, the program may be expanded to other areas.

District revenue generating programs include Bus Side Advertising Program (under agreement with a private contractor), Bus Back Advertising Program, and Golden Gate Bridge Ticket Book Advertising Program. Other revenue-generating opportunities will be pursued by providing tie-in service to special events (such as bus service to San Francisco 49er football games and New Year's Eve ferry service).

PLANNING AND POLICY ANALYSIS

The Department of Planning and Policy Analysis will continue several important projects in FY 1999/2000. Staff is incorporating the GGT bus route and stops network into a GIS database operating on a LAN. This database will be used to improve the inventory of information on bus stops, including their accessibility to persons with disabilities. GIS is being used to update FTA NTD non-financial reporting statistics and will hold a geographic database of passenger demographic information used for service planning and market research. An on-board bus passenger survey was initiated in FY 1998/99 to update average passenger trip length statistics used to determine bus passenger-mile statistics for NTD reporting.

Planning staff is supporting Bus Division staff implementation of the Computer Assisted Scheduling and Dispatching project. Bus stop data in the bus scheduling system will interface with the GIS system in the Planning Department, and service data in the scheduling system will interface with the bus Management Information System maintained by the Data Processing Department.

Department of Planning and Policy Analysis will continue to monitor District's paratransit services performance measures and standards. Also, with the assistance of the Engineering Department, Planning staff will identify and design bus stop accessibility improvements for construction in 2000.

District Planning, Bus Division, and Ferry Division staffs are working with other Bay Area public transit operators and MTC staff to better coordinate services and fares in accordance with regional and state regulations. District will be participating in the Bay Area Partnership and in regional fare and service coordination projects under the guidance of the PTCC during FY 1999/2000. A major regional effort to implement Translink, a regional transit fare card, is underway with MTC awarding a design, build, operate and maintain contract to Motorola/ERG in May 1999. After contracts are executed, implementation will occur in two phases. A limited test and pilot program will evaluate Translink acceptability under controlled laboratory conditions and then in the transit operating environment. In 2000, District will test Translink on the Larkspur and Sausalito ferry and on eight Golden Gate Transit bus routes operating from the GGT San Rafael bus facility. MCTD will also test Translink on MSCC/WSW fleet of paratransit vehicles on behalf of MCTD and the District. If acceptable, Translink will become available on all District operated transit services and throughout the region beginning in FY 2001/2002. District participation in Translink is described in Appendix A.

Planning staff will also participate in County of Marin efforts during FY 1999/2000 to develop Master Plans for public transit services and bicycles, and NPS efforts to develop plans to increase transit use to access Marin County parklands.

CONTRACT SERVICES

The Club Bus services are in the final year of a three-year contract with Grosvenor, a private bus operator. District leases 9 of its 21 wheelchair lift-equipped MCI buses to the service contractor. No change is proposed to the level of user subsidy provided by District (30 percent). The level of Club Bus service is determined by club bus members and through the formation of new clubs.

Contracted intercounty paratransit services complementing District fixed-route services will continue to be provided by MSCC/WSW in FY 1999/2000 under a new one-year agreement with MCTD.

In accordance with its private enterprise participation goals, District will continue to consider the potential for contracting with private operators for new and restructured bus or ferry services, and existing bus and ferry services which cannot be provided efficiently by the bus and ferry operating divisions of District. Opportunities for privatization in FY 1999/2000 have not specifically been determined at this time, but candidate bus routes are identified in Chapter 2, Section 1, Part 4. District maintains a list of private operators to be notified of opportunities to participate in service planning and operation.

LONG-TERM TRANSIT SERVICE AND CONTINGENCY PLAN

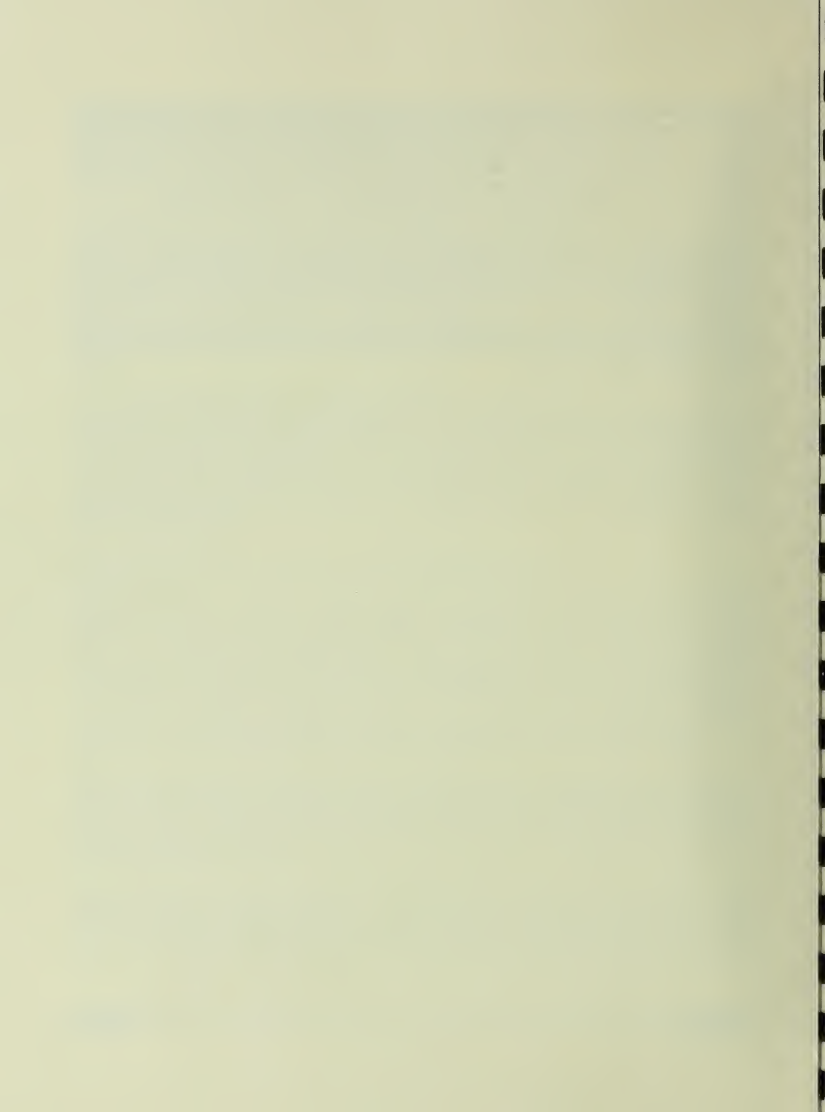
With the successful completion of public acquisition of the NWPRR right-of-way through Marin and Sonoma counties, efforts have been initiated to develop plans for public transit service on the rail line. Both counties presented ballot initiatives to voters in November 1998 to increase local sales taxes for transportation improvements. Advisory measures, also on the November ballot, suggest using new revenues to construct various transportation improvements in and between the two counties, including a passenger rail service. While both advisory measures received a majority vote, the sales tax measures did not. Marin and Sonoma Counties are considering adjustments to their plans and taking their adjusted programs before the voters in 2000.

While District acted in a lead role during the acquisition of the railway and will continue to be active in the preservation of the right-of-way for future transit use, District is taking a supportive position in the development of plans to implement transit service on the rail line, acting through its membership on the NWPRRA. Sonoma-Marín Area Rail Transit is developing an operating and financial plan for the rail line.

Financial projections demonstrate that, even under favorable conditions, District would not have necessary resources to continue operating planned levels of bus and ferry transit services through the ten-year planning horizon. Planned annual transit passenger fares increases to achieve and maintain a 33 percent operating recovery ratio would not be sufficient to address the projected

financial needs of the transit system. However, as presented in Section 3 of this Chapter, District can address projected shortfalls through a financial plan consisting of operating cost savings from computer based bus scheduling and dispatching, revenue generation through sale of surplus property, and scaling back future capital investment by deferring non-critical capital improvement projects. This financial plan does not provide additional funds to support an expansion of transit services of the magnitude called for in counties, MTC and Bay Area Council plans.

Under conditions wherein the District does not receive 80 percent federal assistance funding of the Bridge seismic retrofit project, District's financial situation becomes untenable. Recent passage of federal legislation for funding transportation infrastructure needs for a six-year period through FY 2002/03, TEA-21, earmarked only about \$57 million of the \$174 million federal subsidy needed for the seismic retrofit. Bearing a larger burden of this \$217 million project could have a major impact on District transit services, which receive one-half of their operating subsidy from surplus Bridge toll revenues.



LARKSPUR SCHEDULE

Two High-Speed Boats - Preliminary

SOUTHBOUND

(Larkspur-to-San Francisco)

Boat	Depart LFT	Arrive SFFT
165-1	05:50 AM	06:35 AM
HS-1	06:50 AM	07:20 AM
HS-2	07:15 AM	07:45 AM
165-2	07:25 AM	08:10 AM
165-1	07:40 AM	08:25 AM
HS-1	08:15 AM	08:45 AM
HS-2	08:45 AM	09:15 AM
165-2	09:20 AM	10:05 AM
HS-2	10:05 AM	10:35 AM
165-2	11:10 AM	11:55 AM
HS-2	12:05 PM	12:40 PM
165-2	01:05 PM	01:50 PM
HS-2	01:45 PM	02:20 PM
165-1	165-1 returns to service	
165-2	03:05 PM	03:55 PM
HS-2	03:45 PM	04:20 PM
HS-1	HS-1 returns to service	
165-1	04:20 PM	05:10 PM
165-2	04:50 PM	05:40 PM
HS-2	05:30 PM	06:05 PM
HS-1	05:50 PM	06:25 PM
HS-2	06:50 PM	07:25 PM
165-2	07:35 PM	08:25 PM

SERVICE SUMMARY

- 21 southbound crossings
- 3 crossings by HS-1 (Del Norte)
- 8 crossings by HS-2 (new boat)

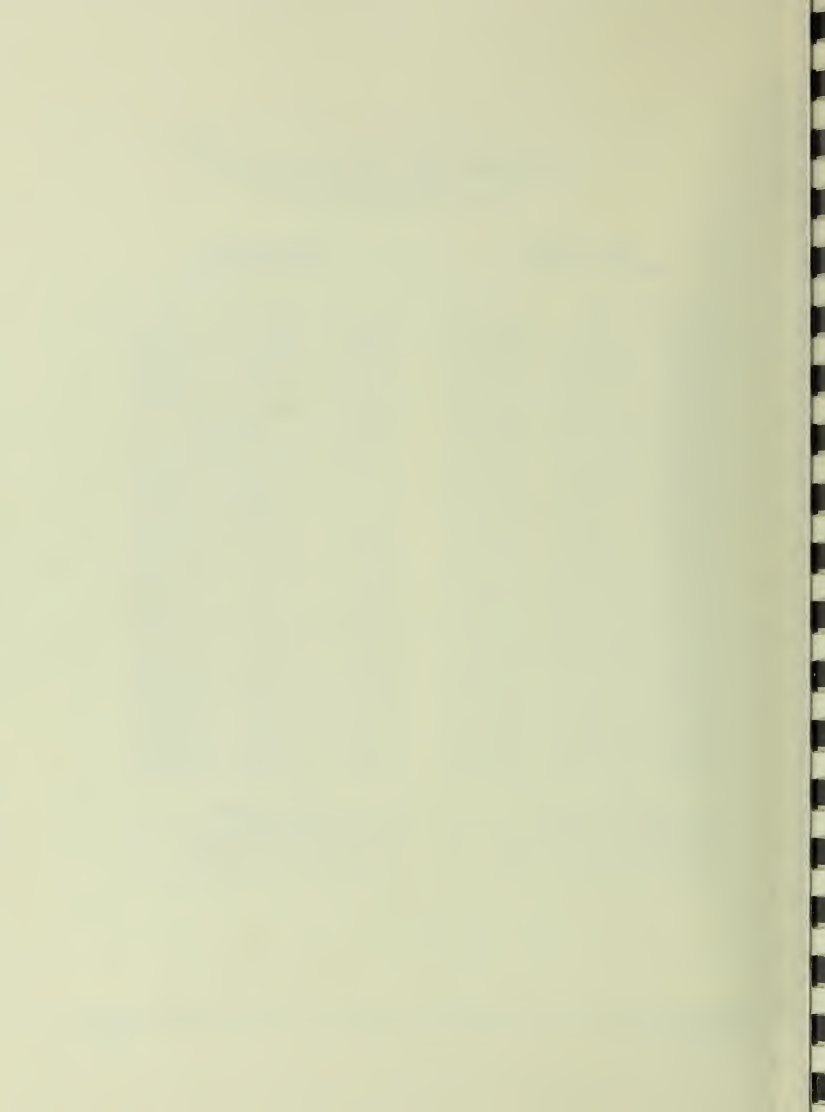
NORTHBOUND

(San Francisco-to-Larkspur)

Boat	Depart SFFT	Arrive LFT
165-1	06:45 AM	07:35 AM
HS-1	07:25 AM	08:00 AM
HS-2	07:55 AM	08:30 AM
165-2	08:15 AM	09:05 AM
165-1	165-1 lays-up	
HS-1	HS-1 lays-up	
HS-2	09:25 AM	10:00 AM
165-2	10:15 AM	11:05 AM
HS-2	11:00 AM	11:35 AM
165-2	12:00 PM	12:45 PM
HS-2	01:00 PM	01:35 PM
165-2	01:55 PM	02:40 PM
HS-2	03:05 PM	03:35 PM
165-1	03:30 PM	04:15 PM
165-2	04:00 PM	04:45 PM
HS-2	04:30 PM	05:00 PM
HS-1	04:50 PM	05:20 PM
165-1	05:20 PM	06:05 PM
165-2	05:45 PM	06:30 PM
HS-2	06:15 PM	06:45 PM
HS-1	06:35 PM	07:05 PM
HS-2	07:35 PM	08:05 PM
165-2	08:50 PM	09:35 PM

SERVICE SUMMARY

- 21 northbound crossings
- 3 crossings by HS-1 (Del Norte)
- 8 crossings by HS-2 (new boat)



SECTION 2. CAPITAL PROGRAM

REVISIONS TO TRANSIT CAPITAL PROJECTS

The following are the District's transit capital projects for FY 1999/2000 through FY 2008/09. Excluded are fully funded projects, carried over from prior years, that are underway or scheduled to begin in FY 1999/2000. A brief description of each project is provided along with cost estimate and prior commitment of external (non-District) funds available as of June 30, 1999.

Due to a projected shortfall of available state and federal highway and transit capital grant funds to the region compared to the region's total financial need for highway and transit capital replacement, improvement, and expansion projects, MTC is programming in its TIP only the highest priority capital projects (Tier 1 = Score 14+) for the San Francisco/Oakland Urbanized Area. Regional financial policy generally favors maintaining and sustaining existing transportation services over funding transportation expansion projects. Furthermore, for transit capital projects, priority is given to those projects that directly support revenue vehicle operations. Therefore, some of District transit replacement projects that indirectly support operations, such as administrative equipment replacement, are not likely to be included in the 2000 TIP. District intends to implement these projects subject to availability of District funds. District financial plan (as shown on Exhibit 3-6, GGBHTD Five Year Financial Plan and Ten Year Projection) calls for deferring non-essential capital projects. Thus, certain projects described below are noted as DEFERRED. However, all capital projects identified are included in the capital improvement program of an alternate financial scenario (Exhibit 3-9, Alternate GGBHTD Five Year Financial Plan and Ten Year Projection), which demonstrates the transit needs of the District in the event that additional funds become available in the future.

BUS DIVISION

1. PROJECT NAME: Replacement Buses

PROJECT DESCRIPTION: Program the purchase of 215 buses in FY 1999/2000 through FY 2008/2009 to replace MCI, TMC-RTS and Flxible coaches over 12 years old.

PRIOR FUNDING COMMITMENT: None.

SOURCE: None.

TOTAL PROJECT COST: \$102,006,856 in FY 1999/00 – 2008/09

PLANNING JUSTIFICATION: District's bus replacement schedule is shown in **Exhibit 3-2**. It conforms to the Region and FTA 12-year service life policies and also to regional policies requiring buses be programmed for replacement no sooner than 12 years of age and limiting the federal program fund allocation to \$15 million in any year.

Replacement of 143 TMC-RTS buses with 39 or 40 seats is programmed over a four-year period beginning FY 2001/2002. In FY 2006/07, 40 Flxible buses will be eligible for replacement and in FY 2008/09 the first 32 high capacity, 45-long MCI buses will be eligible for replacement. The fund programming schedule for these replacements is as follows:

- \$17,440,440 for 40 buses in FY 2001/02;
- \$17,893,920 for 40 buses in FY 2002/03;
- \$17,900,181 for 39 buses in FY 2003/04;
- \$11,301,888 for 24 buses in FY 2004/05;
- \$20,178,153 for 40 buses in FY 2006/07; and,
- \$17,292,274 for 32 buses in FY 2008/09.

There is typically a one- to two-year lag time between fund programming and replacement bus delivery and bus retirement/disposal.

Without the replacement of the existing aging fleet, the bus service will be degraded as coaches become less reliable, requiring more frequent repair and increasingly unavailable for revenue service, and subject to increased probability of road failure. New buses should require less costly maintenance and should be more efficient to operate than the existing buses they replace. New buses will also emit fewer air pollutants as diesel engine manufacturers improve technology to comply with state and federal clean air standards. New buses will continue to provide for storage of bicycles. Bus replacements are among the highest scoring projects of the regional transit capital priorities process for programming FTA Sections 5307 and 5309 capital funds.

2. PROJECT NAME: San Francisco Bus Yard Acquisition

PROJECT DESCRIPTION: Obtain property for midday storage, operation and running repair of GGT commute buses.

PRIOR FUNDING COMMITMENT: \$3,000,000

SOURCE: STP

TOTAL PROJECT COST: \$13,116,000 in FY 1999/2000

PLANNING JUSTIFICATION: Caltrans is proceeding with its process to sell the downtown San Francisco lot at Main and Folsom streets, leased by District since 1974 for midday storage, operation and running repair of GGT transbay commute buses. Current lease cost to District is \$32,148 per month. District entered the sale process, informing Caltrans it is a public agency interested in purchase of the property to continue its present use. Caltrans informed District of its intent to seek alternate development of the property and has terminated the District's lease. Caltrans has offered to lease to District nearby state owned property between Main and Beale streets until a permanent site can be acquired. Terms of the lease are currently being negotiated.

PTCC created an Ad Hoc Committee to study the feasibility of a downtown San Francisco multi-operator facility. The committee retained the services of a consultant, Parsons DeLeuw, Inc., which completed the study. The final report entitled, Downtown San Francisco Multi-Operator Bus Storage Facility Feasibility Study, December 1992, addresses regional planning issues and alternatives relevant to initiating a capital project to provide downtown bus storage. It confirms the need for a downtown bus yard. Without a downtown bus yard, it is currently estimated GGT operating expenses could increase by over \$5 million per year as buses would have to travel back to San Rafael for midday storage. Besides increasing operating cost, service reliability would be adversely affected and traffic congestion and air pollution would worsen as bus trips are added to the highway system.

This project would acquire the existing bus lot or a replacement site acceptable to District for midday GGT bus storage. It is consistent with the findings of the regional study. City of San Francisco plans for a new TTT and concurrent redevelopment of the areas in the vicinity of the subject property could lead to the project proceeding within the context of a more comprehensive set of improvements.

This project competed with other highway and transit capital projects for TEA-21 flexible fund programming through the region's multi-modal scoring process. The San Francisco Bus Yard was one of the highest scoring projects in Marin, Sonoma and San Francisco

counties, qualifying it to receive nearly \$3 million of STP funds. Depending on the ultimate site selected for the bus yard, additional funds may be required to complete this project.

3. PROJECT NAME: Bus Operations and Maintenance Facility Pavement Rehabilitation

PROJECT DESCRIPTION: Overlay and seal the pavements of the GGT bus yards at facilities in San Francisco, San Rafael, Novato, and Santa Rosa.

PRIOR FUNDING COMMITMENT: \$531,180

SOURCE: STP

TOTAL PROJECT COST: \$2,007,300 in FY 1999/00 – FY 2008/2009

PLANNING JUSTIFICATION: District's Engineering Department has developed a facilities maintenance program which addresses the need to schedule regular rehabilitation of the three District-owned bus lots: San Rafael, Novato, and Santa Rosa, and the leased lot in San Francisco. The objective of this program is to provide for cost-effective and timely rehabilitation of pavement, utilities, equipment, and structures. In general, it has been determined that pavement requires overlaying about every 10 years and resealing every 5 years. Such periodic rehabilitation is necessary because of the location of all four facilities on bay fill materials, which are continually subject to settlement. If rehabilitation is not accomplished in a timely manner, further deterioration of pavement could necessitate more costly reconstruction.

In FY 1999/00 this project would rehabilitate bus and employee parking lots at the District's San Rafael, Novato and Santa Rosa bus facilities to meet current operating requirements. This project includes reinforcing and sealing portions of the San Rafael, Novato, and Santa Rosa bus lots, extending the pavement at Novato where there is currently gravel, and extending the Santa Rosa lot to better accommodate the 45-foot buses, for a total project cost of \$638,000.

In future years this project would rehabilitate existing pavement at the bus facilities by placing fabric over the pavement and overlaying with 3-inch asphalt or applying a slurry seal coat or re-sealing the lots. Portions of the San Rafael bus lot would be slurry coated in FY 2000/01 at a cost of \$311,900 and again in FY 2005/06 at a cost of \$589,300. The San Francisco lot would be overlaid in FY 2000/01 for \$243,300 and resealed in FY 2004/05 for \$28,200. Portions of the Santa Rosa bus lot would be sealed and coated in FY 2000/01 at a cost of \$37,900 and again in FY 2005/06 at a cost of \$121,400. The Novato bus lot would be resealed in FY 2002/03 at a cost of \$17,800. The employee parking lot in Novato would receive a thin overlay in FY 2002/03 at a cost of \$19,500.

4. PROJECT NAME: Replace Fareboxes

PROJECT DESCRIPTION: Replace electronic registering bus fareboxes purchased in 1985.

PRIOR FUNDING COMMITMENT: \$1,476,080

SOURCE: FTA 5307

TOTAL PROJECT COST: \$1,845,100 in FY 2000/01

PLANNING JUSTIFICATION: This project was originally programmed for FTA Section 9 funding in FY 1996/97. It later was reprogrammed for regional CMAQ funding in FY 1994/95 through FY 1996/97. It was later linked with the regional Translink procurement program until it was determined that Translink would be independent of farebox equipment. At this time, District desires to delay project another year until after Phase I of Translink to evaluate possibility of acquiring fareboxes with integrated Translink capabilities.

GGT buses are currently equipped with electronic registering fareboxes purchased in 1985. The fareboxes were scheduled for replacement in FY 1996/97. This project would replace (and upgrade) existing bus fare collection systems with current electronic registering farebox technology.

5. PROJECT NAME: Bus Passenger Car Park-and-Ride Lots Repaving

PROJECT DESCRIPTION: Overlay and seal the pavements of the GGT bus passenger car parking lots at facilities in San Rafael, and Santa Rosa.

PRIOR FUNDING COMMITMENT: None.

SOURCE: None.

TOTAL PROJECT COST: \$436,000 FY 2000/01 - FY 2005/06

PLANNING JUSTIFICATION: District's Engineering Department has developed a facilities maintenance program which addresses the need to schedule regular rehabilitation of the three District-owned passenger parking lots: San Rafael, Santa Rosa, and LFT. The objective of this program is to provide for cost-effective and timely rehabilitation of pavement, utilities, equipment, and structures. In general, it has been determined that pavement requires overlaying about every 10 years and resealing and slurry coating every

facilities on bay fill materials, which are continually subject to settlement. If rehabilitation is not accomplished in a timely manner, further deterioration of pavement could necessitate more costly reconstruction.

The car parking lots adjacent to the San Rafael bus facility would be resealed and coated in FY 2000/01 and 2005/06 at a cost of \$38,300 and \$99,800, respectively. The car parking lots in Santa Rosa would be sealed and coated in FY 2000/01 and FY 2005/06 at cost of \$68,500 and \$229,400, respectively.

6. PROJECT NAME: Replace Gasoline Storage Tank at San Rafael

PROJECT DESCRIPTION: Replace the 6,000 gallon single-walled gasoline storage tank at San Rafael with a double-contained tank.

PRIOR FUNDING COMMITMENT: None.

SOURCE: None.

TOTAL PROJECT COST: \$320,000 in FY 2003/04

PLANNING JUSTIFICATION: This project would replace 6,000 gallon single-walled underground gasoline storage tank at the San Rafael bus facility with a double-contained tank when the single-walled tank reaches the end of its 20-year useful life. The fuel lines associated with this tank were double contained and leak detection monitoring and fuel port spill containment systems were installed in 1998 in compliance with federal and state underground fuel tank regulations.

7. PROJECT NAME: Replace Bus Wash Racks

PROJECT DESCRIPTION: Replace Bus Wash Racks and water filtration/reclamation systems at San Rafael, Novato, and Santa Rosa.

PRIOR FUNDING COMMITMENT: None.

SOURCE: None.

TOTAL PROJECT COST: \$900,000 in FY 2004/05

PLANNING JUSTIFICATION: This project would replace the 18-year-old bus wash racks at the San Rafael, Novato, and Santa Rosa bus facilities. The related water filtration systems at the Novato and Santa Rosa facilities would be replaced as a part of this project and the water reclamation system at San Rafael would be refurbished and upgraded.

8. PROJECT NAME: San Rafael Maintenance Facility Rehabilitation.

PROJECT DESCRIPTION: Replace/refurbish various bus maintenance facilities and equipment necessary to support continued maintenance operations.

PRIOR FUNDING COMMITMENT: None.

SOURCE: None.

TOTAL PROJECT COST: \$264,500 in FY 2005/06

PLANNING JUSTIFICATION: This project would replace and refurbish various bus maintenance facilities and equipment at the end of their useful life. This project includes such items as rehabilitation of the wash island building and fuel island at D1, repair of flooring at D1, restoration of beams in main shop, replacement of 25-year-old lighting in main shop pit and at fuel islands and body shop, and replacement of D1 air compressors.

9. PROJECT NAME: Golden Gate Bridge Toll Plaza and Regional Transit Transfer Point Improvements Project

PROJECT DESCRIPTION: Construct bus stop access and amenity improvements to facilitate the safe and efficient movement of bus passengers and other pedestrian, bicycle, and vehicular traffic in the Toll Plaza area.

PRIOR FUNDING COMMITMENT: \$466,000

SOURCE: Regional STP

TOTAL PROJECT COST: \$713,000 in FY 2000/01

PLANNING JUSTIFICATION: The Golden Gate Bridge Toll Plaza was identified in the 1988 MTC Inter-operator Schedule Coordination Improvement Study, and again in a 1992 study conducted by the RTCC Regional Coordination Task Force, as a regional Transit Transfer Point Location with connections between GGT regional bus routes and Muni bus lines 28 and 29. GGT northbound and southbound stops actively serve as transfer points between GGT Financial District and Civic Center buses as well as an on/off loading point in San Francisco for transfer with Muni buses.

The \$4.9 million Golden Gate Bridge Toll Plaza and Regional Transit Transfer Point Improvements Project was developed to enhance traffic flow and bus passenger transfers in and around the toll plaza through roadway pavement replacement and geometric improvements, and through bus stop facility and access improvements. In 1997/98,

improvements, and through bus stop facility and access improvements. In 1997/98, GGBHTD spent \$2.33 million to repave and rehabilitate the toll plaza roadway, effectively completing a major component of this project. The remaining project components proposed to be completed through allocation of \$631,200 STP funds include the construction of bus stop access and amenity improvements to facilitate the safe and efficient movement of bus passengers and other pedestrian, bicycle, and vehicular traffic in the Toll Plaza area. Project components include such items as reconfiguration of plaza off-ramp and related bus passenger/pedestrian pathways, improvement of pedestrian crosswalk identification, signage improvements, bus stop operational improvements, and shelter improvements.

FERRY DIVISION

1. PROJECT NAME: Replacement Ferry Vessels

PROJECT DESCRIPTION: Program purchase of new ferry vessels to replace 30-year-old M.S. Marin in FY 2004/05, M.S. Sonoma in FY 2005/06, and M.S. San Francisco in FY 2006/07.

PRIOR FUNDING COMMITMENT: None.

SOURCE: None.

TOTAL PROJECT COST: \$36,906,963 in FY 1990/2000 through FY 2008/09

PLANNING JUSTIFICATION: The regional standard for ferry replacement is 30 years. This project would replace the M.S. Marin, M.S. Sonoma, and M.S. San Francisco as they pass their 30th years, with new high-speed vessels. District's ferry replacement program is shown in Exhibit 3-3. The M.S. Marin, M.S. Sonoma and M.S. San Francisco are identical vessels each having 396 interior seats, a maximum capacity of 725 passengers and a maximum speed of 20.5 knots. A new twin-hulled vessel, similar to the M.V. Del Norte recently purchased for expanded Larkspur ferry service, is being specified for replacement of M.V. Golden Gate in 2000. It will have 400 seats and a maximum capacity of 400 passengers with a maximum speed of 36 knots, and storage for 15 bicycles will be provided. Additional space for bicycles will be considered for future vessel purchases. These new vessels will operate more efficiently, with fewer emissions, and are better suited for District's ferry services than the existing vessels. Their shorter crossing times provide opportunities for increasing vessel and crew productivity and increasing scheduled service. This project is compatible with and supported by findings of the MTC Regional Ferry Plan Update.

2. PROJECT NAME: Larkspur Ferry Channel and Terminal Dredging

PROJECT DESCRIPTION: Dredge to restore channel cross section and turning basin and berth depths to permit continued operation of Larkspur ferry service.

PRIOR FUNDING COMMITMENT: None.

SOURCE: None.

TOTAL PROJECT COST: \$15,530,000 FY 1999/00 – FY 2008/09

PLANNING JUSTIFICATION: The two-mile Larkspur channel from the deep water of San Francisco bay to the mouth of Corte Madera Creek and the turning basin and berths at LFT require dredging about every three years to restore water depth necessary to accommodate the seven-foot draft of the three Spaulding vessels. District continues to pursue Army Corps of Engineers assistance with this critical project. District has scheduled dredging in FY 1999/2000 at a cost of \$2.5 million, FY 2000/01 for \$1.085 million, FY 2002/03 for \$3.634 million, FY 2005/06 for \$3.977 million, and FY 2008/2009 for \$4.340 million.

Without the periodic rehabilitation of the channel, the current ferry service from Larkspur could not be continued.

3. PROJECT NAME: Larkspur Ferry Terminal – Intermodal Landside Access Improvements, Phase II

PROJECT DESCRIPTION: Construct improved bus, bicycle and auto access roadway improvements to this intermodal facility.

PRIOR FUNDING COMMITMENT: None.

SOURCE: None.

TOTAL PROJECT COST: \$2,475,000 in FY 2000/01

PLANNING JUSTIFICATION: This project would help overcome barriers to future growth of Larkspur ferry ridership by improving traffic and pedestrian circulation around and within the ferry terminal, with emphasis on transit preferential treatment.

Larkspur Ferry Terminal is an intermodal facility located near the intersection of the two most heavily used roadways in Marin County: U.S. Highway 101 and Sir Francis Drake Boulevard. During the afternoon commute hours this intersection operates at level of

service E or F. The roadway system linking LFT with U.S. Highway 101 and Sir Francis Drake Boulevard becomes saturated with automobiles and feeder buses leaving the terminal parking lot after the arrival of a ferry. This traffic congestion can add 15 minutes to the 30 to 45 minute ferry crossing travel time. Feeder bus service reliability is affected as buses are caught in traffic congestion to and from the terminal. These landside traffic problems reduce the attractiveness of the ferry commute.

About 90 percent of ferry riders arrive at LFT by private vehicles and park and ride. In 1997, to prepare for introduction of new, fast ferry service and an expanded ferry schedule, landscaping removal, resurfacing and restriping portions of the interior of the terminal parking lot was accomplished to provide a short term expansion of about 180 parking spaces and provide bicycle and carpool parking at a total cost of about \$400,000. FHWA and state TCI funds were obtained for this work. Service was expanded in September 1998 and immediately the 1,346-space parking lot filled beyond capacity despite District efforts to encourage feeder bus use.

District has participated in the development of a Regional Ferry Plan Update, which addresses the improvement of existing ferry services as well as the need for new services. This plan provides additional justification for landside improvements at LFT necessary for the continued effectiveness of the service.

District is seeking local support for access improvements identified in Phase 1, Larkspur Ferry Terminal Access Improvements Study, conducted in cooperation with MTC, Caltrans, County of Marin, and the cities of Larkspur and San Rafael. Such improvements include roadway, bus, bicycle, and parking facilities around LFT. With the cooperation of other parties, and securement of additional funds, possible implementation of the remaining elements will be pursued. Such improvements may include: signalization of the intersection of East Sir Francis Drake Boulevard and Andersen Drive (\$800,000); bicycle lane improvements along East Sir Francis Drake Boulevard between LFT and Andersen Drive (\$161,000); coordinating traffic signals along East Sir Francis Drake Boulevard (\$501,000); a bicycle bridge over Corte Madera Creek (\$900,000); and, a variable message sign on U.S. Highway 101 providing motorists with information on ferry services at LFT (\$113,000). Project construction cost provided at this time is from the Study's recommended moderate investment strategy and will be revised upon completion of the design.

4. PROJECT NAME: Larkspur Ferry Terminal – Replace Berth No. 3 Facility

PROJECT DESCRIPTION: Replace the existing float and utilities.

PRIOR FUNDING COMMITMENT: None.

SOURCE: None.

TOTAL PROJECT COST: \$750,000 in FY 2006/07

PLANNING JUSTIFICATION: Berth No. 3 serves as a combination passenger loading/unloading and maintenance area. The berth has an 80-foot by 24-foot contoured steel float and full utility serve capability (fuel, sewage, power, water, access ramps, etc.). It also contains a storage area, crew locker room, and two covered slips for work boats. The float was estimated to be about 30 years old when it was purchased and installed in 1977. Extensive repairs were performed at that time, including a complete new bottom, to make the float serviceable. The float and its ancillary features have deteriorated in their 20 years of service since then and should be replaced within the next 10 years.

This project is to replace the over 50-year-old float and upgrade its utility connections at a cost of \$750,000 in FY 2006/2007.

5. PROJECT NAME: Larkspur Ferry Terminal – Rehabilitate Maintenance Facility

PROJECT DESCRIPTION: Rehabilitate the ferry maintenance facility at LFT to comply with current safety standards.

PRIOR FUNDING COMMITMENT: None.

SOURCE: None.

TOTAL PROJECT COST: \$756,000 in FY 2006/07

PLANNING JUSTIFICATION: Constructed in 1976, the ferry maintenance shop located at the Larkspur terminal should be modernized, replacing equipment to enhance efficiency and concurrently assure practices take advantage of most current safety standards. In order to make room for this modernization effort, and to better provide for the existing and future fifth vessel stores and parts inventory, the maintenance department needs an additional 2,000 square feet in a separate new building to be constructed in the vicinity of Berth No. 3.

In May 1992, the District contracted with Ogden Environmental and Energy Services to conduct a comprehensive environmental compliance survey of all District facilities. The purpose of the survey was to assess current compliance status and recommend corrective action to remedy any deficiencies that were noted. In October 1993, the District received the consultant's final report and set out to implement the recommended corrective actions.

This project would accordingly modify the existing LFT maintenance shop including: the addition of a welding/burning area with a ventilation system and approved gas bottle

storage racks; a parts cleaning room fully equipped with cleaning tanks, separator and holding tanks; a first aid room; and, a new fire alarm and sprinkler system. Concurrent with these safety improvements, the toilet/shower area would be modified to provide separate facilities for men and women. The cost of these modifications to the existing maintenance shop and construction of an auxiliary building is \$700,000.

Replacement of certain maintenance tools and machinery, such as a lathe and grinder, at a cost of \$56,000 would also be included in this project.

6. PROJECT NAME: Replace Terminal Facilities

PROJECT DESCRIPTION: Replace gangway/ramp hydraulic systems at the Larkspur and San Francisco ferry terminals.

PRIOR FUNDING COMMITMENT: None.

SOURCE: None.

TOTAL PROJECT COST: \$1,100,000 in FY 2006/07

PLANNING JUSTIFICATION: This project replaces and rehabilitates terminal facilities necessary to the continuing operation of the Larkspur and San Francisco ferry terminals.

The hydraulic gangway/ramp system was installed at two Larkspur terminal berths and two San Francisco terminal berths in FY 1976/77. The system has worked effectively since then.

In 1989, eight master cylinders on the four ramps were overhauled and will need to be overhauled again in 1999. Also, in FY 1999/2000 the hydraulic cylinders for all four ramps will be replaced to accommodate the higher free-board of the M.V. Del Norte. Replacement of the entire hydraulic system will be necessary by FY 2006/07. This is due to most components of the system being either obsolete or unavailable from the manufacturer and parts suppliers. Without new replacement parts, the existing system requires an increasing allocation of maintenance labor to keep it in a serviceable, working condition.

7. PROJECT NAME: Ferry Passenger Car Park-and-Ride Lots Repaving

PROJECT DESCRIPTION: Overlay and seal the pavements of the ferry passenger car parking lot at Larkspur.

PRIOR FUNDING COMMITMENT: None.

SOURCE: None.

TOTAL PROJECT COST: \$1,027,000 FY 2000/01 – FY 2007/08

PLANNING JUSTIFICATION: District's Engineering Department has developed a facilities maintenance program which addresses the need to schedule regular rehabilitation of the three District-owned passenger parking lots: San Rafael, Santa Rosa, and LFT. The objective of this program is to provide for cost-effective and timely rehabilitation of pavement, utilities, equipment, and structures. In general, it has been determined that pavement requires overlaying about every 10 years and resealing and slurry coating every five years. Such periodic rehabilitation is necessary because of the location of all four facilities on bay fill materials, which are continually subject to settlement. If rehabilitation is not accomplished in a timely manner, further deterioration of pavement could necessitate more costly reconstruction.

The car parking lot at LFT would be resealed in FY 2000/01 for \$33,300, overlaid in FY 2003/04 for \$824,100, Slurry coated in FY 2005/06 at a cost of \$97,700, and resealed in FY 2007/08 for \$72,200.

8. PROJECT NAME: Purchase Life Rafts

PROJECT DESCRIPTION: This project would purchase and install inflatable safety rafts on four ferry vessels consistent with Coast Guard regulations.

PRIOR FUNDING COMMITMENT: None.

SOURCE: None.

TOTAL PROJECT COST: \$176,000 in FY 2000/01

PLANNING JUSTIFICATION: The survival floatation equipment on existing GGBHTD vessels, with the exception of the new M.V. Del Norte, consist of 20-person fiberglass rafts. United States Coast Guard regulations (46CFR 117.15) require that all vessels have inflatable rafts by March 2001. This project would replace the existing fiberglass rafts with inflatable rafts, as required.

9. PROJECT NAME: Replace Camel Fender Floats

PROJECT DESCRIPTION: This project would replace the camel fender floats at the San Francisco and Larkspur ferry landing facilities.

PRIOR FUNDING COMMITMENT: None.

SOURCE: None.

TOTAL PROJECT COST: \$160,000 in FY 2005/06

PLANNING JUSTIFICATION: A series of styrofoam camel floats supports the fenders at each of the berths at the Larkspur and San Francisco ferry terminals. Their buoyancy decreases with age. To assure the necessary support for the fenders, the camels should be replaced at approximately 10 years of age. If the floatation units are not replaced, the fenders will sink and vessels will not be able to safely dock at the facilities.

10. PROJECT NAME: Rehabilitate Ferry Terminal Utilities

PROJECT DESCRIPTION: This project would upgrade utilities at the Larkspur and San Francisco ferry terminals.

PRIOR FUNDING COMMITMENT: None.

SOURCE: None.

TOTAL PROJECT COST: \$800,000 in FY 2006/07

PLANNING JUSTIFICATION: Sewer, water, and electrical services at both Larkspur and San Francisco terminals will be 30 years old in FY 2006/07 and will require upgrading. Under-terminal sewer piping at San Francisco and Larkspur terminals include cast iron piping that will need replacement, due to exposure to a corrosive salt water environment. The sewage lift station at Larkspur will require upgraded level sensors and motor starters and a complete inspection of the sump chamber. Electrical distribution systems and hydraulic pump motors will require replacement, and upgraded utility connections will be necessary in San Francisco.

11. PROJECT NAME: Expand & Relocate Offices

PROJECT DESCRIPTION: This project would expand and relocate ferry operations and administration offices at the Larkspur Ferry Terminal.

PRIOR FUNDING COMMITMENT: None.

SOURCE: None.

TOTAL PROJECT COST: \$1,000,000 in FY 2004/05

PLANNING JUSTIFICATION: PROJECT DEFERRED

12. PROJECT NAME: San Francisco Ferry Terminal Modifications

PROJECT DESCRIPTION: This project would modify the San Francisco terminal space to maximize operating efficiency.

PRIOR FUNDING COMMITMENT: None.

SOURCE: None.

TOTAL PROJECT COST: \$400,000 in FY 2005/06

PLANNING JUSTIFICATION: Expansion of ferry schedules and increasing age of the existing San Francisco ferry terminal facilities make additional shop capability and partial spare parts storage in San Francisco essential for local operations support. San Francisco Ferry Building reconstruction may involve reconfiguration of terminal operations to suit modified traffic flow or possible relocation of ticketing and information support inside of the Ferry Building. This project would address the changing needs and operating environment in and around the San Francisco ferry terminal.

13. PROJECT NAME: Stabilize Subgrade Erosion at LFT

PROJECT DESCRIPTION: Drive sheet pile around the perimeter of the LFT in an attempt to prevent continual loss of subgrade into Bay.

PRIOR FUNDING COMMITMENT: None.

SOURCE: None.

TOTAL PROJECT COST: \$400,000 in FY 2005/06

PLANNING JUSTIFICATION: PROJECT DEFERRED

14. PROJECT NAME: Construct Berth No. 5 at Larkspur Ferry Terminal

PROJECT DESCRIPTION: This project would construct a fifth berth at the Larkspur Ferry Terminal in order to accommodate additional ferry berthing capacity.

PRIOR FUNDING COMMITMENT: None.

SOURCE: None.

TOTAL PROJECT COST: \$1,500,000 in FY 2008/09

PLANNING JUSTIFICATION: PROJECT DEFERRED

15. PROJECT NAME: Ferry Operations Office (Kiosk A) Modifications

PROJECT DESCRIPTION: Modify Kiosk A to provide expanded staff and storage work space and replace/rehabilitate the building's roof and HVAC systems.

PRIOR FUNDING COMMITMENT: None.

SOURCE: None.

TOTAL PROJECT COST: \$150,000 in FY 2000/01

PLANNING JUSTIFICATION: Kiosk A is currently used to house ferry operations and administration staff. This facility is 25 years old and requires routine rehabilitation and modification in order to meet existing operational needs. This project would reconfigure, and rehabilitate Kiosk A to provide expanded staff and storage work space. In addition, the project would replace/rehabilitate the building's roof and HVAC systems.

16. PROJECT NAME: Environmental Corrections – Hazardous Materials Containment

PROJECT DESCRIPTION: Purchase and install containment for hazardous waste products at LFT.

PRIOR FUNDING COMMITMENT: None.

SOURCE: None.

TOTAL PROJECT COST: \$200,000 in FY 1999/2000

PLANNING JUSTIFICATION: In May 1992, the District contracted with Ogden

Environmental and Energy Services to conduct a comprehensive environmental compliance survey of all District facilities. The purpose of the survey was to assess current compliance status and recommend corrective action to remedy any deficiencies that were noted. One of the actions requiring immediate attention is the purchase and installation of hazardous waste containers to hold petroleum and other waste products which, if spilled, could be discharged into the Corte Madera Creek causing damage to sensitive wildlife habitats in the bay and its wetlands.

PARATRANSIT

1. PROJECT NAME: Replacement ADA Paratransit Vans

PROJECT DESCRIPTION: Purchase standard conversion vans in FY 1999/2000 through FY 2008/09 to replace existing and new vans over five years old.

PRIOR FUNDING COMMITMENT: None.

SOURCE: None.

TOTAL PROJECT COST: \$3,945,582 in FY 1999/2000 – FY 2008/09

PLANNING JUSTIFICATION: There are currently 35 vans operating Marin County local and GGT intercounty ADA complementary paratransit services. Using FTA 5311 funds, it is planned to expand service by five more vans in FY 1999/2000 through FY 2001/2002. Replacement vans could be funded from the FTA 5307 program. The replacement program for paratransit vans (shown on **Exhibit 3-5**) is as follows: five vans in FY 1999/2000, eight vans in FY 2000/2001, two vans in FY 2001/02, zero vans in FY 2002/03, zero vans in FY 2003/04, six vans in FY 2004/05, five vans in FY 2005/06, nine vans in FY 2006/07, nine vans in FY 2007/08 and eight vans in FY 2008/09. A pass-through agreement exists with MCTD for their purchase of these vans with federal funds available to the District. MCTD will provide local match to federal funds. Replacement vans will first be funded from any FTA 5311 funds available to MCTD's non-profit service provider, WSW. Therefore, recognizing that Caltrans replacement life for FTA 5311-funded van is seven years, in contrast to the FTA 5307 life of five years, the replacement schedule reflects a seven-year replacement cycle.

2. PROJECT NAME: Paratransit Technology (Scheduling, Communication and Inter-model Trip Planning)

PROJECT DESCRIPTION: Evaluate, purchase and install paratransit technology components to further improve paratransit scheduling, communications and inter-model trip planning.

PRIOR FUNDING COMMITMENT: None

SOURCE: None

TOTAL PROJECT COST: \$730,000 in FY 2001/2002

PLANNING JUSTIFICATION: Proposed project is to fully utilize capabilities of and continue improvements to paratransit service initiated by implementation of Computerized Paratransit Scheduling System utilizing Trapeze Pass scheduling software, mobile data terminals and automatic vehicle location devices. Proposed project would evaluate, purchase and install paratransit technology components designed to work in conjunction with Computerized Paratransit Scheduling System, mobile data terminals and automatic vehicle location devices to further improve scheduling, communications and inter-model trip planning. Project goal would be to further reduce costs, improve efficiency and coordination of combined MCTD local and District intercounty paratransit services.

Examples of available technological components that could be funded by this project include:

- Purchase and installation of new voice-message system integrated with scheduling, mobile data terminals, and automatic vehicle location devices. Provides automatic notification to paratransit riders of estimated vehicle arrival time. Capability decreases dwell time at pick-up points, improving on-time performance, and increasing vehicle productivity. Labor productivity of schedulers and dispatchers would also be improved by automating a presently time-consuming and inexact manual function.
- Purchase and installation of new paratransit/fixed route scheduling and customer information system. System would enable a portion of the growing demand for expensive paratransit services to be accommodated by coordinating paratransit rides with less expensive fixed-route service through scheduling and customer trip planning. Software would be purchased to interface existing Trapeze paratransit scheduling system with new GGT HASTUS fixed-route scheduling system. Additional software would provide coordinated paratransit/fixed-route trip planning for a more cost-effective means to meet the transit needs of paratransit customers.

This Paratransit Technology project is estimated to cost \$730,000 in FY 2001/2002.

3. PROJECT NAME: Replacement Scheduling System Computer Equipment

PROJECT DESCRIPTION: Purchase new equipment to replace existing scheduling system computer equipment at end of five-year service life.

PRIOR FUNDING COMMITMENT: None

SOURCE: None

TOTAL PROJECT COST: \$100,000 in FY 2001/2002

PLANNING JUSTIFICATION: Computer technology and speed has improved significantly since the Computerized Paratransit Scheduling System work station and file server components were purchased and installed in FY 1996/97. As a result, replacement at an estimated cost of \$100,000 is being sought in the first TCP year (FY 2001/2002) this equipment is eligible to be replaced. Components to be replaced include: one file server, one scheduling server, one communications server, seven work stations, one laser jet printer, power supplies, modems, hubs, external tape drives, related equipment, tax and extended warranties.

DISTRICT DIVISION (TRANSIT SYSTEM SUPPORT)

1. PROJECT NAME: Computer Equipment Replacement

PROJECT DESCRIPTION: Replace and upgrade computer equipment used to support transit operations and administration.

PRIOR FUNDING COMMITMENT: \$60,000

SOURCE: STP

TOTAL PROJECT COST: \$1,672,000 in FY'S 1999/2000 – FY 2008/09

PLANNING JUSTIFICATION: The District currently has three HP 3000 series mini-computers with various terminals and peripheral devices, 216 personal computers and miscellaneous equipment supporting the data processing needs of its operating and administrative divisions and departments. Over ninety percent of the personal computers are connected to LANs at the San Rafael Bus Facility, LFT, and Golden Gate Bridge. The LANs are connected via a WAN. This project would retire the existing HP 3000 system and migrate all existing data processing systems to the WAN. The cost of replacing the HP system is estimated to be \$20,000 per year for additional memory, storage and

replacement printers over a five-year period beginning FY 1998/99. All equipment will be at or over the five-year standard replacement age.

Also, to keep current with technological advances and assure continuing support from the computer industry and to provide necessary computing power, storage and speed for applications software, it is proposed to: upgrade the personal computer operating system from Windows for Workgroups 3.11 to Windows NT 4.0; upgrade the WAN to 256kbs or T-1 line speed; replace existing two-tier client file and data base servers with three-tier servers; expand the WAN to accommodate data warehousing (e.g., imaging, electronic data interchange and intranets); and replace personal computers and software as their five-year service lifetimes are reached. Capital cost is estimated to be \$232,000 in FY 1999/2000, \$110,000 in FY 2000/01, \$210,000 in FYs 2002–2004, and \$140,000 in FYs 2005–2009.

The following daily bus and ferry operations administrative functions are being supported by data processing systems: scheduling, dispatching, timekeeping and payroll, public information, accounts payable, purchasing, patronage and revenue reporting, and preventative maintenance scheduling and consumables reporting. Replacing computer equipment will improve system productivity through the acquisition of advanced technology that increases processing speed.

2. PROJECT NAME: Replacement Non-Revenue Vehicles

PROJECT DESCRIPTION: Purchase 50 cars, trucks, and utility vehicles used to support transit operations.

PRIOR FUNDING COMMITMENT: \$20,000

SOURCE: STP

TOTAL PROJECT COST: \$1,158,200 in FY 1999/2000 – FY 2008/09

PLANNING JUSTIFICATION: This is a continuing project to replace non-revenue vehicles as they become too old to maintain economically. It is necessary to provide vehicles for use of personnel working outside shops or offices, and personnel traveling between transit facilities. District administrative personnel are located in offices at the Golden Gate Bridge and San Rafael bus facility, a distance of about 15 miles. Personnel from transit operating divisions are located at six facilities in the District's 60-mile-long service corridor: Santa Rosa bus yard, Novato bus yard, San Rafael bus yard, San Francisco bus yard, LFT, and San Francisco Ferry Terminal. The District's 33 automobiles average about 15,000 miles per year with bus road supervisors driving as much as 36,000 miles in a year. The District's 27 trucks, utility vehicles and vans, most

of which are assigned to bus and ferry maintenance, average about 10,000 miles per year. Many of these vehicles are stored near the ocean and San Francisco Bay and are subject to the corrosive effects of salt water. Body rust shortens their lives.

Regional policy is to replace these vehicles after seven years. The District prolongs the use of its non-revenue vehicle fleet through a rotation program. District automobiles are rotated between departments to distribute wear. Light duty vehicles are scheduled for replacement after seven years of service and heavy-duty vehicles after ten years. The replacement program is shown on Exhibit 3-4. This project would program replacement of three vehicles in FY 1999/2000, nine in FY 2000/01, one in FY 2001/02, five in FY 2002/03, six in FY 2003/04, eight in FY 2005/06, two in 2006/07, nine in FY 2007/08, and five vehicles in FY 2008/09.

The District is considering replacement of light duty gasoline powered vehicles with alternative fuel vehicles through the Bay Area Air Quality Management District Transportation Fund for Clean Air.

3. PROJECT NAME: Replace Microwave Communications System

PROJECT DESCRIPTION: Purchase replacement fixed radio frequency equipment, multiplex equipment, and ancillary equipment over 20 years old.

PRIOR FUNDING COMMITMENTS: \$141,000; \$82,293

SOURCE: STP Guarantee – Marin; FTA 5307

TOTAL PROJECT COST: \$1,025,800

PLANNING JUSTIFICATION: District transit system covers a three-county area. Its transit vehicles and vessels operate in a 60-mile long corridor from San Francisco to Santa Rosa. Communication between operating and administration facilities and revenue vehicles and support vehicles relies on a five-channel microwave system. The system links six facilities with transmitters and receivers located on Mt. Tamalpais, Big Rock, Sonoma Mountain, and Bald Mountain. Existing microwave communication equipment was purchased in 1974. This equipment, which includes fixed radio frequency transmitters and receivers and multiplexers, is no longer manufactured. The original manufacturer supported the equipment through 1994. Spare parts are not readily available at present.

This project would purchase replacement equipment and new test equipment. District in-house forces will install the equipment. Without replacement, microwave system component failure could shut down communications vital to the safety, efficiency, and effectiveness of transit services.

In Fall 1998, District staff and the Board of Directors reviewed this project and determined that it would be desirable to replace the existing system with digital technology rather than the analog system currently in use. As a result, the cost of this project was increased \$525,800, from \$500,000 to \$1,025,800. Funding commitments in the amounts of \$141,000 FY 1998/99 STP funds and \$82,293 of the District's Section 5307 program ten percent set-aside funds has been made to support a portion of this project. The District requests the balance of the federal share of the project to be supported with Section 5307 funds.

Other Capital Improvement Projects

In addition to these transit capital improvement projects which may or may not successfully compete for federal and state funding, District's capital plan includes on-going capital equipment replacement projects for Bus, Ferry, and District divisions that provide for regular replacement of tools and office equipment.

District, as the only eligible recipient of federal Section 5307 funds in Marin County, cooperates with MCTD and its ADA paratransit, non-profit contractor WSW to secure federal grant funds for purchasing replacement and expansion paratransit vans to provide local and intercounty paratransit services complementing GGT fixed route services.

The Marin Fixed Guideway right-of-way stabilization and Cal Park Hill tunnel rehabilitation construction projects are included in District's capital plan. However, District will not contribute capital funding for these projects beyond that required to maintain the facilities present along the railroad. Such funds would come from federal, state, and other local sources, as well.

EXHIBIT 3-2 GOLDEN GATE TRANSIT COACH REPLACEMENT SCHEDULE

EXISTING TRANSIT BUS SERVICE
REPLACE BUSES IN LATER YEAR - ONE YEAR AFTER FUND PROGRAM YEAR
MAINTAIN 10 BUS CONTINGENCY FLEET OF RETIRED (12+ YEARS OLD SUBURBAN) COACHES
OR INCREASE SPARES RATIO TO 10:15 PERCENT

DATE: 26-Jun-99

PURCHASE DATE	MANUFACTURE/MODEL	COACH TYPE	# SEATS + WHEELS	COACHES	10 reserve RTS buses				10 reserve MCI buses				Buy 14 buses				Buy 19 buses				0 reserve buses			
					9 MCI club buses				9 MCI club buses				END FISCAL YEAR 1999-00				END FISCAL YEAR 1999-00				END FISCAL YEAR 2000-01			
					CHANGE	NUMBER	AGE	MI/AGE	CHANGE	NUMBER	AGE	MI/AGE	CHANGE	NUMBER	AGE	MI/AGE	CHANGE	NUMBER	AGE	MI/AGE	CHANGE	NUMBER	AGE	MI/AGE
12066	MCI 102DL3	45' SUBURBAN	57 53 + 2	801-632		32	2.50	67631																
02098	NOVA 180206	40' SUBURBAN	43 39 + 2	1300-1330		30	1.33	22760																
12063	GM/CRTS 04	40' SUBURBAN	41 37 + 2	1017-1067		8	15.50	535667	-8															
03066	GILLIG/00196180V92	40' INTERCITY	26 26 + 2	301-504		4	13.25	307825																
09087	MCI/102-43	40' INTERCITY	33 33 + 2	1101-1100		12	11.75	350198	-10															
01090	TMC/T80206	40' SUBURBAN	39 33 + 2	1101-1100		12	11.75	350198																
09091	TMC-RTS	40' SUBURBAN	40 34 + 1	1181-1243		63	7.75	464770																
09084	FLEXIBLE 40102-4T	40' SUBURBAN	45 41 + 2	1401-1441		40	4.75	105979																
SUBTOTAL GGT ACTIVE EXISTING FLEET						269	7	259636																
INACTIVE COACHES:																								
COACHES LEASED TO CLEAR BUS CONTRACT OPERATOR						9	11.75																	
BUS FLEET (01-YEAR) BUSES IN CONTINGENCY RESERVE						10	15.50																	
BUS FLEET (01-YEAR) BUSES FOR SALE OR SALVAGE						0	15.50																	
TOTAL GGT OWNED EXISTING FLEET						288	7.28																	

NEW COACHES

FUTURE ORDERS																								
COACH REPLACEMENT																								
Jan-01	UNKNOWN	45' SUBURBAN	57 53 + 2																					
Jan-01	UNKNOWN	40' SUBURBAN	27 23 + 2																					
Jan-01	UNKNOWN	40' SUBURBAN	45 41 + 2																					
07/2002	UNKNOWN	40' SUBURBAN	45 41 + 2																					
07/2003	UNKNOWN	40' SUBURBAN	45 41 + 2																					
07/2004	UNKNOWN	40' SUBURBAN	45 41 + 2																					
07/2005	UNKNOWN	40' SUBURBAN	45 41 + 2																					
07/2007	UNKNOWN	40' SUBURBAN	45 41 + 2																					
07/2009	UNKNOWN	40' SUBURBAN	45 41 + 2																					
SUBTOTAL NEW BUSES ON ORDER AND FUTURE						0																		

FLEET STATUS SUMMARY

NUMBER COACHES PURCHASED																								
NUMBER COACHES SOLD (or junked)																								
TOTAL ACTIVE FLEET						0																		
TOTAL ACTIVE FLEET						0																		
PEAK COACH REQUIREMENT						288																		
PERCENT SPARES (TARGET = 20%)						21.7%																		
AVERAGE MILES						259636																		
AVERAGE AGE						7.0																		

EXHIBIT 3-2

GOLDEN GATE TRANSIT COACH REPLACEMENT SCHEDULE

EXISTING TRANSIT BUS SERVICE
REPLACE BUSES IN 15TH YEAR - ONE YEAR AFTER FUND PROGRAM YEAR
MAINTAIN 10 BUS CONTINGENCY FLEET OF RETIRED (15+ YEARS OLD SURPLUS) COACHES
ON ORDER AND IN STOCK BY 12/31/2015 PERCENT

DATE: 28-Jan-99													
ORDER INCREASE SPARES RATIO UP TO 35 PERCENT													
EXISTING FLEET # of 4/20/09													
PURCHASE DATE	MANUFACTURER/COACH	COACH #	# SEATS +	# SEATS -	WILCOBS	COACH #	10 reserve TMC buses 9 FLEET club buses END FISCAL YEAR INVENTORY	Buy 40 buses Sell 40 buses CHANGE	10 reserve MCI buses 9 FLEET club buses END FISCAL YEAR INVENTORY	Buy 40 buses Sell 40 buses CHANGE	10 reserve TMC buses 9 FLEET club buses END FISCAL YEAR INVENTORY		
							NUMBER	AGE	NUMBER	AGE	NUMBER	AGE	
12/96	MCI 102DL3	45' SUBURBAN	57	53 + 2	601-432		32	5.50	96365		32	7.50	
02/98	NOVA T80206	40' SUBURBAN	45	39 + 2	1300-1330		30	4.33	51493		30	6.33	
												54646	
12/83	GM/CRTS-04	40' SUBURBAN	41	37 + 2	1017-0687		0	18.50	564400		0	20.50	
03/86	GILLIG/G0196T86V92	30' CITY	28	26 + 2	501-504		0	16.25	351040		0	18.25	
09/87	MCI/102-A3	40' INTERCITY	45	41 + 1	401-421		0	14.75	429406		0	16.75	
01/80	TMC/T80206	40' SUBURBAN	39	33 + 2	1101-1160	-10	70	12.42	627200	-40	30	13.42	
09/91	TMC-RTS	40' SUBURBAN	40	34 + 1	1181-1183		83	10.75	304299		63	11.75	
09/91	FLEXIBLE 40102-JT	40' SUBURBAN	45	41 + 2	1401-1441		31	7.75	165133		31	8.75	
SUBTOTAL	GOT ACTIVE EXISTING FLEET						226	9	322223		186	10	
INACTIVE COACHES:													
COACHES LEASED TO CLUB WITH CONTRACT OPERATOR													
COACHES ON ORDER AND IN STOCK BY 12/31/2015 PERCENT													
TOTAL GOT OWNED EXISTING FLEET							10	9	7.75		9	8.75	
												10	12.75
TOTAL									245	8.86		205	9.06
NEW COACHES													
FUTURE ORDERS													
COACH REPLACEMENT													
JAN-00	MCI 102DL3	45' SUBURBAN	57	53 + 2			14	2.50	54342		14	4.50	
JAN-00	UNKNOWN	30' SUBURBAN	27	23 + 2			4	1.50	21608		4	3.50	
JAN-01	UNKNOWN	40' SUBURBAN	45	41 + 2			15	1.50	32405		15	3.50	
07/2002	UNKNOWN	40' SUBURBAN	45	41 + 2						40	4.00		
07/2003	UNKNOWN	40' SUBURBAN	45	41 + 2							40	2.00	
07/2004	UNKNOWN	40' SUBURBAN	45	41 + 2							40	1.00	
07/2005	UNKNOWN	40' SUBURBAN	45	41 + 2							40	2.00	
07/2007	UNKNOWN	40' SUBURBAN	45	41 + 2							40	1.00	
07/2009	UNKNOWN	40' SUBURBAN	45	41 + 2							40	1.00	
SUBTOTAL	NEW BUSES ON ORDER AND FUTURE						33				73		
FLEET STATUS SUMMARY											113		
NUMBER COACHES PURCHASED													
NUMBER COACHES SOLD (or junked)													
TOTAL FLEET													
TOTAL ACTIVE FLEET													
PEAK COACH REQUIREMENT													
PERCENT SPARES (TARGET = 20%)													
AVERAGE MILES													
AVERAGE AGE													
													</

GOLDEN GATE TRANSIT COACH REPLACEMENT SCHEDULE

EXISTING TRANSBAY BUS SERVICE
 REPLACE BUSES IN 15TH YEAR - ONE YEAR AFTER FUND PROGRAM YEAR
 MAINTAIN 18 BUS CONTINGENCY FLEET OF RETIRED (12+ YEARS OLD SURPLUS) COACHES
 OR INCREASE SPARES RATIO UP TO 15 PERCENT

DATE: 26-Jun-99

EXISTING FLEET as of 4/30/99

PURCHASE DATE	MAKE/ACTU/MODEL	COACH TYPE	# SEATS + # SEATS -	COACHES	Buy 39 buses			10 reserve TMC buses			Buy 24 buses			0 reserve buses			10 reserve Flight buses		
					Sell 39 buses	END FISCAL YEAR 1999	CHANGE	Sell 24 buses	END FISCAL YEAR 1999	CHANGE	Sell 24 buses	END FISCAL YEAR 1999	CHANGE	END FISCAL YEAR 1999	AGE	NUMBER	END FISCAL YEAR 1999	AGE	NUMBER
12/96	MC1 102DL3	45' SUBURBAN	57 53 + 2	601-632		32 8.50	101098		32 9.50	102878		32 9.50	102878		32 9.50	104253		32 10.50	104253
02/96	NOVA 160206	40' SUBURBAN	43 39 + 2	1300-1330		30 7.33	56226		30 8.33	57804		30 8.33	57804		30 9.33	59382		30 9.33	59382
12/83	GM/CRTS-04	40' SUBURBAN	41 37 + 2	1017-1087		0 21.50	569134		0 22.50	570711		0 22.50	570711		0 23.50	572289		0 23.50	572289
03/86	GILLIG/90198TBV02	30' CITY	26 28 + 2	501-504		0 17.25	394255		0 20.25	408680		0 20.25	408680		0 21.25	423085		0 21.25	423085
09/87	MC1/102-A3	40' INTERCITY	45 41 + 1	401-421		0 17.25	394255		0 16.75	355020		0 16.75	355020		0 19.75	551423		0 19.75	551423
01/90	TMC/T80206	40' SUBURBAN	39 33 + 2	1101-1180		0 15.42	769831		0 14.75	811108		0 14.75	811108		0 17.42	864085		0 17.42	864085
09/91	TMC-RTS	40' SUBURBAN	40 34 + 1	1181-1243		14 13.75	382325	-14	31 11.75	244068		31 11.75	244068		21 12.75	434342		21 12.75	434342
09/94	FLEXIBLE 40102-47	40' SUBURBAN	45 41 + 2	1401-1441		107 10.75	224288		83 10	135311		83 10	135311		63 11	128593		63 11	128593
SUBTOTAL GGT ACTIVE EXISTING FLEET						107	161004		93	10		93	10		102	9.93		102	9.93

INACTIVE COACHES:

COACHES LEASED TO CLUB BUS CONTRACT OPERATOR
 REPAIRS (12+ YEARS) PLACED IN CONTINGENCY RESERVE
 REPAIRS (12+ YEARS) PLACED FOR SALE OR SALVAGE

TOTAL GGT OWNED EXISTING FLEET

NEW COACHES

NEW COACHES																			
FUTURE ORDERS																			
COACH REPLACEMENT																			
45' SUBURBAN																			
Jan-00	MC1 102DL3	57	53 + 2			14	5.50	97557		14	6.50	111962		14	7.50	126387		14	7.50
Jan-01	UNKNOWN	27	23 + 2			4	4.50	64823		4	5.50	79256		4	6.50	93533		4	6.50
Jan-01	UNKNOWN	40	41 + 2			15	4.50	140405		15	5.50	175405		15	6.50	212405		15	6.50
07/2002	UNKNOWN	45	41 + 2			40	3.00	108000		40	4.00	144000		40	5.00	180000		40	5.00
07/2003	UNKNOWN	40	41 + 2			40	2.00	72000		40	3.00	108000		40	4.00	144000		40	4.00
07/2004	UNKNOWN	45	41 + 2			39	1.00	36000		39	2.00	72000		39	3.00	108000		39	3.00
07/2005	UNKNOWN	45	41 + 2							24	1.00	36000		24	2.00	72000		24	2.00
07/2007	UNKNOWN	40	41 + 2																
07/2009	UNKNOWN	40	41 + 2																
SUBTOTAL NEW BUSES ON ORDER AND FUTURE																			
152																			
176																			
178																			

FLEET STATUS SUMMARY

NUMBER COACHES PURCHASED					NUMBER COACHES SOLD (or funded)				
39					24				
-39					-24				
TOTAL ACTIVE FLEET					278				
259					259				
215					215				
20.5%					20.5%				
114141					114745				
5.5					5.6				
8.3					8.3				

**EXHIBIT 3-2
GOLDEN GATE TRANSIT COACH REPLACEMENT SCHEDULE**
EXTENDING TRANSIT BUS SERVICE
REPLACE BUSES IN 13TH YEAR - ONE YEAR AFTER FUND PROGRAM YEAR
MAINTAIN 18 BUS CONTINGENCY FLEET OF RETIRED (12+ YEARS OLD BUSES) COACHES
ON INCREASE SPARES RATIO UP TO 35 PERCENT
EXISTING FLEET AS OF 4/30/99

DATE: 28 Jan 99

PURCHASE DATE	MAKE/ACTU/REG/COOL	COACH TYPE	# SEATS + WHEELS	COACHES	Buy 40 buses			0 reserve buses			10 reserve MCI buses			10 reserve NOVA buses		
					END FISCAL YEAR	CHANGE	SALE	NUMBER	AGE	MILEAGE	END FISCAL YEAR	CHANGE	SALE	NUMBER	AGE	MILEAGE
1/296	MCI 1020L3	45 SUBURBAN	57 53 + 2	601-432	-9	32	11 50	105831	-10	21	11 33	107409	-22	0	13 50	109887
02/96	NOVA 160206	40 SUBURBAN	43 39 + 2	1300-1330		21	10 33	60959				82537	-10	11	12 33	64115
1/263	GM/CRTS-04	40 SUBURBAN	41 37 + 2	1017-1067		0	24 50	573667				575445		0	26 50	577022
03/86	GILLIG/019818V92	30 CITY	26 26 + 2	501-504		0	22 25	437470				451875		0	24 25	466260
09/87	MCI/102-A3	40 INTERCITY	45 41 + 1	401-421		0	20 75	587826				614230		0	22 75	640633
01/90	TMC/7180206	40 SUBURBAN	39 33 + 2	1101-1180		0	18 42	912062				959539		0	20 42	1007016
09/91	TMC-RTS	40 SUBURBAN	40 34 + 1	1181-1243		0	16 75	460350				486359		0	18 75	512367
09/94	FLEXIBLE 40102-4T	40 SUBURBAN	45 41 + 2	1401-1441	-21	0	13 75	283442				303160		0	15 75	322678
SUBTOTAL GGT ACTIVE EXISTING FLEET						53	11	88052			43	12	85465	11	12	64115
INACTIVE COACHES:						9	10 33				9	11 33		9	12 33	
COACHES LEASED TO CLUB BUS CONTRACT OPERATOR:						-10	0	13 75			10	10 12 50		10	12 33	
FLEET (11+ YEARS) IN CONTINGENCY RESERVE:																
TOTAL GGT OWNED EXISTING FLEET						62	10 84				62	13 95		30	16 44	
NEW COACHES																
FUTURE ORDERS																
COACH REPLACEMENT																
Jan-00	MCI 1020L3	45 SUBURBAN	57 53 + 2			14	8 50	140772			14	9 50	155177	14	10 50	169582
Jan-01	UNKNOWN	30 SUBURBAN	27 23 + 2			4	7 50	108038			4	8 50	122443	4	9 50	136848
Jan-01	UNKNOWN	40 SUBURBAN	45 41 + 2			15	7 50	248405			15	8 50	284405	15	9 50	320405
07/2002	UNKNOWN	40 SUBURBAN	45 41 + 2			40	6 00	216000			40	7 00	252000	40	8 00	288000
07/2003	UNKNOWN	40 SUBURBAN	45 41 + 2			40	6 00	216000			40	7 00	216000	40	7 00	252000
07/2004	UNKNOWN	40 SUBURBAN	45 41 + 2			39	4 00	144000			39	5 00	180000	39	6 00	216000
07/2005	UNKNOWN	40 SUBURBAN	45 41 + 2			24	3 00	108000			24	4 00	144000	24	5 00	180000
07/2007	UNKNOWN	40 SUBURBAN	45 41 + 2			40	1 00	36000			40	2 00	72000	40	3 00	108000
07/2009	UNKNOWN	40 SUBURBAN	45 41 + 2			216					216			32	32	36000
SUBTOTAL NEW BUSES ON ORDER AND FUTURE						216					216			248		

FLEET STATUS SUMMARY

NUMBER COACHES PURCHASED		40	
NUMBER COACHES SOLD (or junked)		-40	
TOTAL FLEET		278	
TOTAL ACTIVE FLEET		289	
PEAK COACH REQUIREMENT		215	
PERCENT SPARES (TARGET = 20%)		20.5%	
AVERAGE MILES		16,629	
AVERAGE AGE		6.1	

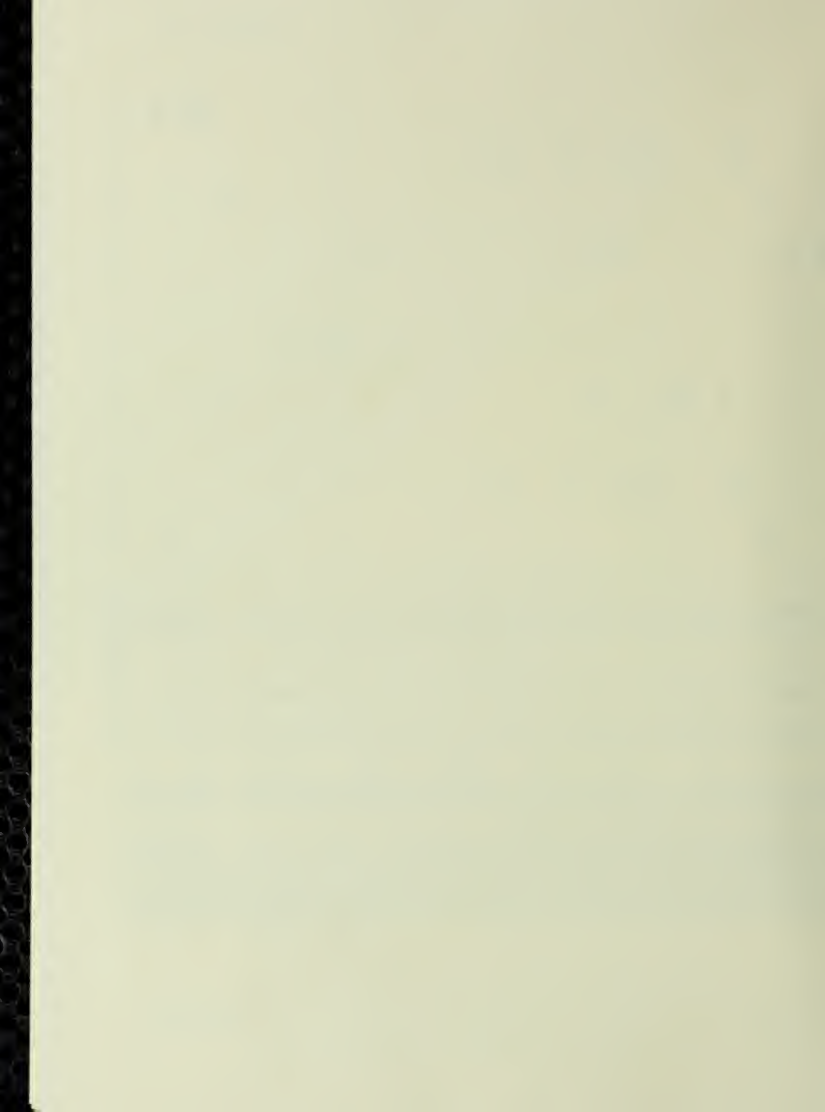
EXHIBIT 3-3	GOLDEN GATE FERRY REPLACEMENT PROGRAM										
VESSEL NAME	DESIGNER -MANUFACTURER	LENGTH	WIDTH	DRAFT	GROSS		DISPLACEMENT	ENGINE TYPE, PROPULSION	SERVICE SPEED	SEATING CAPACITY INITIAL/TOTAL	YEAR BUILT
					TONNAGE	TONS					
EXISTING FLEET											
MV GOLDEN GATE	SAN DIEGO MARINE CONSTRUCTION	113'-11"	30'-6"	7'-0"	97.92	TONS	218 TONS	CAT 3412 T/A DIESEL, PROPELLER 15 KNOTS	2003/94	1969	
MS MARIN	SPAULDING-CAMPBELL-SOUTHWES	109'-1"	34'-3"	6'-6"	99.69	TONS	205 TONS	GM 10V-140 TI DIESEL, PROPELLER 20 KNOTS	372532	1975	
MS SONOMA	SPAULDING-CAMPBELL-SOUTHWES	109'-1"	34'-3"	6'-6"	99.69	TONS	205 TONS	GM 10V-140 TI DIESEL, PROPELLER 20 KNOTS	372532	1976	
MS SAN FRANCISCO	SPAULDING-CAMPBELL-SOUTHWES	109'-1"	34'-3"	6'-6"	99.69	TONS	205 TONS	GM 10V-140 TI DIESEL, PROPELLER 20 KNOTS	372532	1977	
EXPANSION VESSEL											
MV DEL NORTE	ADVANCED MULTIHULL DESIGNS	135'-4"	39'-4"	5'-0"	96	TONS	179 TONS	DIESEL, WATER JET	35 KNOTS	325	1990
REPLACEMENT VESSEL											
UNKNOWN	UNKNOWN	150'-0"	42'-0"	5'-0"	96	TONS	179 TONS	DIESEL, WATER JET	35 KNOTS	400	2000
UNKNOWN	UNKNOWN	150'-0"	42'-0"	5'-0"	96	TONS	179 TONS	DIESEL, WATER JET	35 KNOTS	400	2005
UNKNOWN	UNKNOWN	150'-0"	42'-0"	5'-0"	96	TONS	179 TONS	DIESEL, WATER JET	35 KNOTS	400	2006
UNKNOWN	UNKNOWN	150'-0"	42'-0"	5'-0"	96	TONS	179 TONS	DIESEL, WATER JET	35 KNOTS	400	2007
TOTAL FLEET											
TOTAL VESSELS											
PEAK VESSELS											
PERCENT SPARES											
AVERAGE AGE (YRS)											

EXHIBIT 3-3		GOLDEN GATE FERRY REPLACEMENT PROGRAM				FY 1999/2000 - FY 2007/2008 REPLACEMENT PROGRAM									
VESSEL NAME	DESIGNER - MANUFACTURER	LENGTH	WIDTH	DRAFT	FY 1998/1999 BUY/SELL	AGE	FY 1999/2000 BUY/SELL	AGE	FY 2000/2001 BUY/SELL	AGE	FY 2001/2002 BUY/SELL	AGE	FY 2002/2003 BUY/SELL	AGE	
EXISTING FLEET															
MV GOLDEN GATE	SAN DIEGO MARINE CONSTRUCTION	113'-11"	30'-6"	7'-0"		30		31	-1	32					
MS MARIN	SPALDING-CAMPBELL-SOUTHWES	169'-1"	34'-3"	6'-6"		24		25		26		27		26	
MS SONOMA	SPALDING-CAMPBELL-SOUTHWES	169'-1"	34'-3"	6'-6"		23		24		25		26		27	
MS SAN FRANCISCO	SPALDING-CAMPBELL-SOUTHWES	169'-1"	34'-3"	6'-6"		22		23		24		25		26	
EXPANSION VESSEL															
MV DEL NORTE	ADVANCED MULTIHULL DESIGNS	135'-4"	39'-4"	5'-0"	1	1		2		3		4		5	
REPLACEMENT VESSEL															
UNKNOWN	UNKNOWN	150'-0"	42'-0"	5'-0"					1	1		2		3	
UNKNOWN	UNKNOWN	150'-0"	42'-0"	5'-0"											
UNKNOWN	UNKNOWN	150'-0"	42'-0"	5'-0"											
UNKNOWN	UNKNOWN	150'-0"	42'-0"	5'-0"											
TOTAL FLEET															
TOTAL VESSELS					5	5	5	5	5	5	5	5	5	5	
PEAK VESSELS					5	5	5	5	5	5	5	5	5	5	
PERCENT SPARES					0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
AVERAGE AGE (YRS)					20.0	21.0	18.5	16.8	17.8						

Exhibit 3-3
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EXHIBIT 3-3 GOLDEN GATE FERRY REPLACEMENT PROGRAM

VESSEL NAME	DESIGNER - MANUFACTURER	LENGTH	WIDTH	DRAFT	FY 2003/2004 BUY/SELL	AGE	FY 2004/2005 BUY/SELL	AGE	FY 2005/2006 BUY/SELL	AGE	FY 2006/2007 BUY/SELL	AGE	FY 2007/2008 BUY/SELL	AGE
EXISTING FLEET														
MV GOLDEN GATE	SAN DIEGO MARINE CONSTRUCTION	113'-11"	30'-6"	7'-0"		29		29		30		31		
MS MARIN	SPAULDING-CAMPBELL-SOUTHWES	169'-1"	34'-3"	6'-6"		28		29	-1	30		31		
MS SONOMA	SPAULDING-CAMPBELL-SOUTHWES	169'-1"	34'-3"	6'-6"		27		28		29		30		
MS SAN FRANCISCO	SPAULDING-CAMPBELL-SOUTHWES	169'-1"	34'-3"	6'-6"									-1	31
EXPANSION VESSEL														
MV DEL NORTE	ADVANCED MULTIHULL DESIGNS	135'-4"	39'-4"	5'-0"		6		7		8		9		10
REPLACEMENT VESSEL														
UNKNOWN	UNKNOWN	150'-0"	42'-0"	5'-0"		4		5		6		7		8
UNKNOWN	UNKNOWN	150'-0"	42'-0"	5'-0"					1	1		2		3
UNKNOWN	UNKNOWN	150'-0"	42'-0"	5'-0"							1	1		2
UNKNOWN	UNKNOWN	150'-0"	42'-0"	5'-0"									1	1
TOTAL FLEET														
TOTAL VESSELS						5		5		5		5		5
PERCENT SPARES						0%		0%		0%		0%		0%
AVERAGE AGE (YRS)						18.8		19.8		17.5		13.3		9.2



PARATRANSIT VEHICLE REPLACEMENT SCHEDULE

Date: 25-Oct-91

Intercountry and Main Local Public Americans with Disabilities Act (ADA) paratransit service is operated by the same operator, Marin Senior Coordinating Council (WSSW). Vehicles are procured through FTA grant programs, Sections 5310, 5330, 5339 and 5307. Vehicles are eligible for replacement after 4, 5 or 7 years depending on the program. A portion of the replaced vehicles continues to be operated by the contractor as contingency vehicles for emergency agency transportation, along with a small group of Section 5310 vehicles also used for social service agency service. These vehicles are reflected only in the total WSSW fleet figure listed below. Spare ratio goal is 20%. FY 2001/2002 intercountry expansion vehicle based on the provision of one vehicle for every 2,000 total vehicle hours of intercountry service provided.

EXISTING FLEET as of July 1, 1999										END OF FISCAL YEAR 1998/99				END OF FISCAL YEAR 1999/00				
DATE ACQUIRED	MANUFACTURER/ MODEL	Coach Type	GVW	Rear Axel	#SEATS+ WHLCHRS	VEHICLE NUMBER	Quantity	Avg. Age Years	Funding Source	Replmt Cycle(Yrs)	Current Monthly Miles	CHANGE	CUMM NUMBER	AGE	CHANGE	CUMM NUMBER	AGE	MILEAGE
CANADA PUBLIC PARA TRANSIT FLEET (Marin Local/GGBHTD Intercountry)																		
Mar-93	Ford E350	21' Startrana	11,500	Dual	6/4	101-108	6	6.0	Sec 5310	5	5	-8						
Jul-93	Dodge Caravan	19' Minivan	5,350	Single	3/2	347	1	6.0	District	4	4	-1	2	6.3		2	6.3	
Feb-94	Ford Apollo	20' Allen Ashley	9,400	Single	5/2	31-32	2	5.0	Sec 5310	4	4		2	5.3		2	5.3	
Feb-94	Ford E350	21' Startrana	11,500	Dual	6/4	108/112	2	5.0	Sec 5310	7	7		6	5.3		6	6.3	
May-94	Ford Apollo	20' Allen Ashley	9,400	Single	5/2	33-38	6	4.8	Sec 5310	4	4		5	5.1		5	6.1	
Aug-95	Ford E350	21' Evergreen	9,400	Single	4/3 or 8/2	120-124	5	3.6	Sec 5310	4	4		6	3.9		6	4.9	
Oct-97	Ford E350	21' Supreme Can.	10,700	Dual	4/3 or 8/2	130-135	6	1.4	Sec 5310	7	7		3	0.7		3	1.7	
Nov-98	Ford E350	21' Supreme Can.	10,500	Dual	4/3 or 8/2	40-42	3	0.3	Sec 5307/09	7	7		2	0.6		2	1.6	
Dec-96	Ford E350	21' Supreme Can.	10,500	Dual	4/3 or 8/2	136-137	2	0.3	Sec 5310	7	7		26	1.7		21	3.0	
Total ADA Public Paratransit Fleet							35											(avg)
NEW VEHICLES (Funds will be sought from Section 5310 first, then if eligible, from 5307/09)																		
FUTURE ORDERS																		
5310 or 5307/09 vehicles																		
FY 1999/00																		
FY 2000/01																		
FY 2001/02																		
FY 2004/05																		
FY 2005/06																		
FY 2006/07																		
FY 2007/08																		
FY 2008/09																		
5307/09 vehicles																		
FY 1999/99																		
FY 1999/00																		
5310 vehicles (expansion)																		
FY 1999/00																		
FY 2001/02																		

FLEET STATUS SUMMARY				
Number of Vehicles Purchased by Grant Funds	9	0	0	18
Number of Vehicles Retired from Active WSW Service		9	11	5
Number of Vehicles Sold or Junked		-7	-7	-10
				-3
TOTAL ADA PUBLIC PARATRANSIT FLEET				
Percent Spares (Target 20%)	35	35	39	39
Average Miles	20.0%	20.0%	20.0%	20.0%
Average Age				
TOTAL ACTIVE WSW FLEET [Includes 5 active social service transportation 6310 vehicles (3 purchased in Jan-99)]	49	51		57

Golden Gate Bridge, Highway and Transportation District/Marin County Transit District

PARATRANSIT VEHICLE REPLACEMENT SCHEDULE

DATE ACQUIRED	MANUFACTURER MODEL	Coach Type	GVW	Rear Axle	# SEATS+ WHLCHRS	VEHICLE NUMBER	Replmt Cycle	END OF FISCAL YEAR 2000/01			END OF FISCAL YEAR 2001/02			END OF FISCAL YEAR 2002/03					
								CHANGE	CUMM NUMBER	AGE	MILEAGE	CHANGE	CUMM NUMBER	AGE	MILEAGE	CHANGE	CUMM NUMBER	AGE	MILEAGE
ADA PUBLIC PARATRANSIT FLEET																			
Mar-93	Ford E350	21' Startrans	11,500	Dual	6/4	101-103	7.0												
Mar-93	Ford E350	21' Startrans	11,500	Dual	6/4	105/107	7.0												
Jul-93	Dodge Caravan	18' Minivan	5,350	Single	3/2	347	4.0												
Feb-94	Ford Apollo	20' Allen Ashley	9,400	Single	5/2	31-32	4.0	-1		7.3									
Feb-94	Ford E350	21' Startrans	11,500	Dual	6/4	110/112	7.0			7.3									
May-94	Ford Apollo	21' Allen Ashley	9,400	Single	5/2	33-38	4.0	-3		7.1									
Aug-95	Ford E350	21' Evergreen	9,400	Single	4/3 or 6/2	120-124	4.0	-4		5.9									
Oct-97	Ford E350	21' Supreme Can.	10,700	Dual	4/3 or 6/2	130-135	7.0			3.8									
Nov-98	Ford E350	21' Supreme Can.	10,500	Dual	4/3 or 6/2	40-42	7.0			3									
Dec-98	Ford E350	21' Supreme Can.	10,500	Dual	4/3 or 6/2	136-137	7.0			2									
Total ADA Public Paratransit Core Fleet:								-8	13	3.9	(avg)	-2	11	4.2	(avg)	0	11	5.2	(avg)

NEW VEHICLES (Funds will be sought from Section 5310 first, then if eligible, from 5307/09)

FUTURE ORDERS

5310 or 5307/09 vehicles

FY 1999/00

FY 2000/01

FY 2001/02

FY 2004/05

FY 2005/06

FY 2006/07

FY 2007/08

FY 2008/09

5307/09 vehicles

FY 1998/99

FY 1999/00

5310 vehicles (expansion)

FY 1999/00

FY 2001/02

Subtotal new vehicles on order:

FLEET STATUS SUMMARY

Number of Vehicles Procured by Grant Funds

Number of Vehicles Retired but still in Active Service

Number of Vehicles Sold or Junked

Number of Vehicles Sold or Junked

Number of Vehicles Sold or Junked

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Golden Gate Bridge, Highway and Transportation District/Marin County Transit District
 PARATRANSIT VEHICLE REPLACEMENT SCHEDULE

DATE ACQUIRED	MANUFACTURER/ MODEL	Coach Type	GVW	Rear Axel	# SEATS+ WH/CHRS	VEHICLE NUMBER	Reprint Cycle	END OF FISCAL YEAR 2003/04			END OF FISCAL YEAR 2004/05			END OF FISCAL YEAR 2005/06		
								CHANGE	CUMM NUMBER	AGE	MILEAGE	CHANGE	CUMM NUMBER	AGE	MILEAGE	CHANGE
ADA PUBLIC PARATRANSIT FLEET																
Mar-93	Ford E350	21' Startrans	11,500	Dual	6/4	101-103	7.0									
Mar-93	Ford E350	21' Startrans	11,500	Dual	6/4	105/107	7.0									
Jul-93	Dodge Caravan	19' Minivan	5,350	Single	3/2	347	4.0									
Feb-94	Ford Apollo	20' Allen Ashley	9,400	Single	5/2	31-32	4.0									
Feb-94	Ford E350	21' Startrans	11,500	Dual	6/4	110/112	7.0									
May-94	Ford Apollo	21' Allen Ashley	9,400	Single	5/2	33-38	4.0									
Aug-95	Ford E350	21' Evergreen	9,400	Single	4/3 or 8/2	120-124	4.0									
Oct-97	Ford E350	21' Supreme Can.	10,700	Dual	4/3 or 6/2	130-135	7.0									
Nov-98	Ford E350	21' Supreme Can.	10,500	Dual	4/3 or 6/2	40-42	7.0									
Dec-98	Ford E350	21' Supreme Can.	10,500	Dual	4/3 or 6/2	136-137	7.0									
Total ADA Public Paratransit Core Fleet:								0	11	(avg)	-6	5	(avg)	-3	0	(avg)

NEW VEHICLES (Funds will be sought from Section 6310 first, then if eligible, from 6307/09)

FUTURE ORDERS

5310 or 5307/09 vehicles

FY 1999/00

FY 2000/01

FY 2001/02

FY 2004/05

FY 2005/06

FY 2006/07

FY 2007/08

FY 2008/09

5307/09 vehicles

FY 1998/99

FY 1999/00

5310 vehicles (expansion)

FY 1999/00

FY 2001/02

Subtotal new vehicles on order:

FLEET STATUS SUMMARY

Number of Vehicles Procured by Grant Funds

Number of Vehicles Retired but still in Active Service

Number of Vehicles Sold or Junked

TOTAL ADA PUBLIC PARATRANSIT FLEET

Percent Spares (Target: 20%)

Average Miles

Average Age

TOTAL ACTIVE WSW FLEET (includes 6 active social service transportation 6310 vehicles)

0 20 6 35 5 40

0 13 6 13 5 13

0 -20 -6 -26 -5 -31

40 20% 40 20% 40 20%

58 58 58

DATE ACQUIRED		MANUFACTURER MODEL	Coach Type	Rear Axle	# SEATS+ WHILCHRS	VEHICLE NUMBER	Replmt Cycle	END OF FISCAL YEAR 2006/2007			END OF FISCAL YEAR 2007/08			END OF FISCAL YEAR 2008/09		
				GVW				CUMM NUMBER	AGE	MILEAGE	CHANGE NUMBER	AGE	MILEAGE	CHANGE NUMBER	AGE	MILEAGE
ADA PUBLIC PARATRANSIT FLEET																
Mar-93		Ford E350	21' Startrons	11,500	Dual	6/4	101-103	7.0								
Mar-93		Ford E350	21' Startrons	11,500	Dual	8/4	105/107	7.0								
Jul-93		Dodge Caravan	19' Minivan	5,350	Single	3/2	347	4.0								
Feb-94		Ford Apollo	20' Allen Ashley	9,400	Single	5/2	31-32	4.0								
Feb-94		Ford E350	21' Startrons	11,500	Dual	6/4	110/112	7.0								
May-94		Ford Apollo	21' Allen Ashley	9,400	Single	5/2	33-38	4.0								
Aug-95		Ford E350	21' Evergreen	9,400	Single	4/3 or 8/2	120-124	4.0								
Oct-97		Ford E350	21' Supreme Can.	10,700	Dual	4/3 or 6/2	130-135	7.0								
Nov-98		Ford E350	21' Supreme Can.	10,500	Dual	4/3 or 6/2	40-42	7.0								
Dec-98		Ford E350	21' Supreme Can.	10,500	Dual	4/3 or 6/2	138-137	7.0								
Total ADA Public Paratransit Core Fleet:																
NEW VEHICLES (Funds will be sought from Section 5310 first, then if eligible, from 5307/09)																
FUTURE ORDERS, including those which have reached retirement age.																
5310 or 5307/09 vehicles																
FY 1989/00									1	7.0						
FY 2000/01									8	6.0						
FY 2001/02									2	5.0						
FY 2004/05									8	2.0						
FY 2005/06									5	1.0						
FY 2006/07									9							
FY 2007/08									9							
FY 2008/09									9							
5307/09 vehicles																
FY 1988/99									0	8.0						
FY 1989/00									4	7.0						
5310 vehicles (expansion)									4							
FY 1989/00									1	5.0						
FY 2001/02									9	3.8						
Subtotal new vehicles on order:																
FLEET STATUS SUMMARY																
Number of Vehicles Procured by Grant Funds																
Number of Vehicles Retired but still in Active Service																
Number of Vehicles Sold or Junked																
TOTAL ADA PUBLIC PARATRANSIT FLEET																
Percent Spares (Target 20%)																
Average Miles																
Average Age																
TOTAL ACTIVE WSW FLEET (includes 5 active social service transportation 5310 vehicles)																

SECTION 3. FINANCIAL PLAN

District's short-range transit financial plan and projection for FY 1999/2000 – FY 2008/2009 is summarized in **Exhibit 3-6** and shown in detail in **Exhibit 3-7**. This balanced financial plan is in accordance with MTC guidelines for preparation of SRTPs. It places emphasis on cost containment and reduction by maintaining existing services and increasing service productivity through use of computer based bus scheduling and new high-speed ferry vessels. New revenues are generated through a program of annual transit fare adjustments and sale of surplus property. These transit-related elements of the financial plan are not sufficient to provide necessary resources to support transit through the ten-year period, however. So, the plan also includes deferral of certain Bridge capital improvement projects that are not immediately essential to Bridge operations. It also assumes that all available reserves of the District are used to support transit through the ten-year planning horizon. This plan is also predicated on 80 percent federal government financial participation in the Golden Gate Bridge seismic retrofit project. The plan incorporates the service and financial assumptions listed in **Exhibit 3-8** and the following key elements.

1. Operate Two High-Speed Vessels in Larkspur Ferry Service

After receiving a second, high-speed ferry vessel in 2001, Larkspur ferry services will be restructured to operate 42 daily trips with two high-speed vessels and two Spaulding vessels in FY 2001/02. An additional round trip can be provided with existing ferry crews as higher vessel speed reduces crossing time. An incremental operating cost for fuel of \$92,800 per year would be offset by an anticipated increase in annual patronage and fare revenue of \$308,000. The current 10-trip weekend Larkspur ferry schedule will remain unchanged. The second high-speed ferry vessel will replace the M.V. Golden Gate, which will be retired and sold. A Spaulding vessel will be assigned to Sausalito ferry service. The existing 18-trip weekday (20 trips during the summer) and 12-trip weekend (14 trips during the summer) Sausalito ferry schedule will continue to be operated.

2. Use Computerized Bus Scheduling and Runcutting to Reduce Operating Cost

Preliminary results from the use of automated bus scheduling and runcutting system indicates that existing levels of GGT bus service could possibly be provided with 12 fewer buses. Planned automation of certain bus dispatch functions with a companion system is anticipated to also provide an opportunity to reduce operating expense without degrading service to customers. A \$1 million to \$2 million annual operating expense reduction may be feasible and is included in the financial plan.

3. Modify Transit Capital Program

Within the transit capital improvement program there are a few projects which, if deferred, would not adversely affect customer usage. Accordingly, the following projects are deferred: (1) LFT sheet pile – \$750,000 in FY 2004; (2) LFT Berth No. 5 – \$1.5 million

in FY 2009; and, (3) LFT office expansion – \$1 million in FY 2005. Similarly, the following transit projects have been downsized to further reduce expenses: (1) replace one bus vault truck instead of two at a savings of \$55,000 in FY 2000; and, (2) reduce annual bus equipment replacement budget starting FY 2001 from \$90,700 to \$50,000 per year. Finally, grant funds for 80 percent of the \$176,000 purchase of new life rafts for the ferry fleet not previously identified is reflected in the plan.

4. Sell Surplus Transit Property

District owns the land occupied by three GGT bus yards in San Rafael, Novato, and Santa Rosa and the land occupied by the LFT. A three-acre portion of the parcel at the Santa Rosa bus yard property is unused and vacant and a candidate for non-transportation related development. Since the transit plan does not propose expansion of GGT service in Sonoma County, District could consider selling this property. An estimated price of commercial land in this prime industrial area of Santa Rosa is \$15.00 per square foot, yielding about \$2 million.

5. Defer Bridge Capital Improvements

District is in the process of considering adding a moveable median barrier and suicide deterrent to the Bridge. The baseline capital program includes \$97,000 for study and design costs for these two projects in FY 2000 and rough estimates of construction costs of about \$10.2 million in FYs 2001–2003. While the District has clearly stated its intent to address the problems of traffic and pedestrian safety on the Bridge, for purposes of the transit plan, implementation costs are deferred pending the outcome of further studies and investigation of possible sources of grant funding for their implementation.

6. Modify Other District Capital Projects

After reviewing Bridge and District division equipment replacement needs, the following project modifications are proposed: reduce annual Bridge café equipment replacement budget starting FY 2001 from \$11,000 to \$3,000 – \$6,000 per year, reduce Bridge gift shop equipment replacement budget from \$25,000 to \$5,000 – \$10,000 per year, and reduce annual District Division equipment replacement budget from \$138,000 to \$65,000 per year. Finally, a reduction to the District Division computer system annual upgrade budget is proposed to limit future upgrades to those required for planned migration of software applications from HP 3000 to Windows NT. A total 10-year project expense reduction from \$1,672,000 to \$922,000 results.

7. Use District Restricted Reserves For Transit

By Board policy, the District maintains a restricted reserve for “future capital projects.” It is currently funded in an amount of \$4,328,400. The transit plan would return this fund to the unrestricted reserve to be available for transit subsidy. District would make the existing restricted reserve for “future operations” available to fund transit. Finally,

District policy requires the majority of net proceeds from Bridge gift center and café to be placed in a restricted reserve for a future “museum” at the Bridge. By the end of FY 2000, this reserve will have nearly \$5 million and is projected to grow to over \$12 million by the end of FY 2009. District would cap this reserve at \$5 million and make the surplus available for other District projects through the unrestricted reserve. District could seek federal TEA-21 funds available for transportation “museums” as a further source of funding.

8. New Bus Services Implemented with Outside Subsidy
No new bus service will be implemented unless non-District funds are available to subsidize it. The East Bay/Marin bus service over the Richmond-San Rafael Bridge is assumed to continue with MTC, BART, AC Transit, and District providing the operating subsidy entirely from regional STA.
9. Implement Five-Year Program of Annual Fare Adjustments
Beginning in FY 1998/99 and ending in FY 2002/03, transit fares increased to achieve and maintain 33 percent operating recovery. Fare increases applied to GGT bus and ferry, excluding Marin local bus travel.
10. Defer or Seek Alternate Financing for Bridge Rehabilitation Projects
District’s capital improvement program includes three major Bridge rehabilitation projects: \$217.6 million seismic retrofit, \$21.5 million underdeck repainting, and \$9 million main cable recoating. The financing of these three projects represents a significant challenge to the District. The baseline SRTP financial projection assumes 20 percent District funding of the seismic project and 100 percent District funding of the underdeck and main cable projects, a total of about \$74 million in District funds. These are funds that otherwise could be available to maintain transit services. District has begun an investigation of alternate means of financing these Bridge projects. For purposes of the SRTP, staff propose to balance the projected shortfall by deferring the underdeck repainting.

District will monitor and report actual versus projected Bridge toll revenue and traffic, and transit patronage and operating revenue on a monthly basis. If the actual revenue is inadequate to meet the Bridge and transit operating and capital requirements of District, prompt consideration will be given to the implementation of alternative courses of action, including service efficiency adjustments and additional adjustments to transit fares.

ALTERNATE FINANCIAL PROJECTION

Exhibit 3-9 illustrates an alternative financial scenario designed to demonstrate the District’s transit financial needs if additional federal funding of seismic retrofit project does not materialize.

GOVINTO FIVE YEAR FINANCIAL PLAN AND TEN YEAR PROJECTION
INCLUDES YEARS 1 - 8 OF FIVE YEAR PROGRAM OF FARE INCREASES
INCLUDES 9 MORE YEARS OF CH FARE INCREASES TO MANTAIN AT LEAST 35% OPERATING RECOVERY IN ACCORDANCE WITH DISTRICT POLICY AND MTC LEVEL OF EFFORT GUIDELINES
ASSUMES 8% FEDERAL FUNDING OF BEHIC RETROFIT
FY1940 BUDGET (\$479M) WITH 8 YEAR PLAN

November 8, 1995

	FY 2000/2001	FY 2001/2002	FY 2002/2003	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008	FY 2008/2009
BEGINNING UNRESTRICTED RESERVES	\$48,364,300	\$41,740,100	\$38,807,918	\$36,074,448	\$33,361,344	\$30,648,544	\$27,940,295	\$25,230,128	\$22,520,000
BEGINNING UNRESTRICTED RESERVES	\$17,723,700	\$17,629,000	\$17,354,425	\$17,079,772	\$16,805,304	\$16,530,816	\$16,256,328	\$15,981,840	\$15,707,352
EXPENSES	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300
BRIDGE & FERRY OPERATIONS	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300
EXPENSES - LESS DEPRECIATION	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300
REVENUES	\$84,160,100	\$84,160,100	\$84,160,100	\$84,160,100	\$84,160,100	\$84,160,100	\$84,160,100	\$84,160,100	\$84,160,100
BALANCE TO UNRESTRICTED RESERVES	\$37,412,300	\$34,305,800	\$31,200,618	\$28,095,448	\$24,990,278	\$21,885,108	\$18,779,938	\$15,674,768	\$12,569,598
CAPITAL PROJECTS									
PROJECT EXPENSES	\$63,763,300	\$61,016,362	\$58,269,382	\$55,520,402	\$52,771,422	\$50,022,442	\$47,273,462	\$44,524,482	\$41,775,502
CAPITAL REVENUES/GRANTS	\$18,820,400	\$46,938,378	\$37,300,000	\$27,661,666	\$18,023,332	\$8,385,000	\$-1,253,332	\$-11,905,000	\$-22,556,666
NET PROJECT EXPENSES	\$44,942,900	\$14,077,984	\$20,969,382	\$27,858,736	\$34,748,090	\$41,637,442	\$48,526,794	\$56,429,482	\$64,332,168
BALANCE FROM DISTRICT RESERVES	\$34,932,800	\$5,994,900	\$-1,168,764	\$-11,787,288	\$-22,572,412	\$-33,357,536	\$-44,142,660	\$-54,927,784	\$-65,712,908
FROM UNRESTRICTED RESERVES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FROM UNRESTRICTED RESERVES	\$34,932,800	\$5,994,900	\$-1,168,764	\$-11,787,288	\$-22,572,412	\$-33,357,536	\$-44,142,660	\$-54,927,784	\$-65,712,908
TRANSFERS									
FROM UNRESTRICTED TO RESTRICTED RESERVES	\$2,304,800	\$1,627,718	\$1,048,531	\$718,798	\$429,320	\$261,731	\$151,301	\$81,872	\$41,818
BALANCE OF RESTRICTED RESERVES	\$34,740,100	\$34,007,918	\$33,252,448	\$32,504,248	\$31,755,048	\$31,005,848	\$30,256,648	\$29,507,448	\$28,758,248
BALANCE OF UNRESTRICTED RESERVES	\$51,644,400	\$47,652,482	\$45,952,478	\$44,252,474	\$42,552,470	\$40,852,466	\$39,152,462	\$37,452,458	\$35,752,454
BUS & FERRY OPERATIONS	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300
EXPENSES - LESS DEPRECIATION	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300
REVENUES	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300
OPERATING RECOVERY	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300
TRANSIT SUBVENTIONS	\$14,664,500	\$14,664,500	\$14,664,500	\$14,664,500	\$14,664,500	\$14,664,500	\$14,664,500	\$14,664,500	\$14,664,500
NET OPERATIONS	\$14,664,500	\$14,664,500	\$14,664,500	\$14,664,500	\$14,664,500	\$14,664,500	\$14,664,500	\$14,664,500	\$14,664,500
UNRESTRICTED RESERVES SUBSIDY	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300	\$10,854,300
BALANCE OF OPERATIONS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENDING RESTRICTED RESERVES	\$34,740,100	\$34,007,918	\$33,252,448	\$32,504,248	\$31,755,048	\$31,005,848	\$30,256,648	\$29,507,448	\$28,758,248
ENDING UNRESTRICTED RESERVES	\$51,644,400	\$47,652,482	\$45,952,478	\$44,252,474	\$42,552,470	\$40,852,466	\$39,152,462	\$37,452,458	\$35,752,454
CUMULATIVE OPERATING SHORTFALL	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

GOBHTD BASELINE FIVE YEAR FINANCIAL PLAN AND TEN YEAR PROJECTION
Fiscal Years 1999/2000 - 2008/2009

Based on FY 1999/2000 Operating and Capital Budgets dated May 27, 1999 WITH 3% Fare Increase
BASELINE

TRANSIT AND BRIDGE OPERATIONS

1. Continue Existing GGT local and regional bus services; Eastbay/Marin Bus Service with Regional STA, Weekday Sonoma Valley Route 90 service with Sonoma TDA.
2. Continue 40-trip expanded weekday Larkspur Ferry service. No changes to Sausalito service.
3. Expand paratransit service to meet projected demand.
4. No change to Bridge traffic resulting from ETC.
5. No change to Club Bus program.
6. Estimate of FY 2000 to FY 2009 traffic and toll revenue, patronage and fare revenue, and future projections from regression analysis based on past trends and ABAG projections: +0.2% traffic per year southbound on Golden Gate Bridge, +0.6% per year passengers on GGT bus, +1.9% per year passengers on GGT ferry, +2% per year paratransit riders.
7. Annual inflation of operating expenses assumed to be 2.6% through FY 2003/04 and 3.5% through FY 2008/09 as projected by MTC.
8. Federal and state grants available for transit operations as forecasted by MTC for use in the Regional Transportation Plan - March 1999.
9. Includes years 2-5 of the ferry program of GGT bus and ferry fare increases.
10. Use GGT revenue-based and Marin STA for bus and ferry operating subsidy. Keep 50% Marin and 10% Sonoma STA paratransit for operating subsidy.
11. Includes all 10 years of CPI annual fare increases in accordance with District policy and MTC SRTP "Level of Effort" guidelines.

CAPITAL IMPROVEMENTS

1. District utilizes FTA 5307 grants to maintain Larkspur Ferry channel, basin, and berths in lieu of U.S. Army Corps of Engineers.
2. Replacement buses and ferry vessels FY 2000 to FY 2009 funded 60% FTA/20% District.
3. Other Tier 1 (MTC definition) transit projects funded by STP/CMAQ or FHWA 1064 grant programs.
4. Tier 2.4 (MTC definition) FY 2000 to FY 2009 bus, ferry and District capital projects funded 100% District.
5. Federal flexible funding of San Francisco GGT Bus Lot Purchase restricted by MTC to \$3 million. Remaining funded from District reserves.
6. Federal flexible funding of ferry rider, microwave equipment, nonrevenue vehicles and computer equipment as programmed by MTC with District match.
7. \$217.6 million refund of ferry rider, microwave equipment, nonrevenue vehicles and computer equipment as programmed by MTC with District match.
8. Federal and state grants available for transit capital projects as forecasted by MTC for use in the Regional Transportation Plan - March 1999.
9. Major Bridge capital projects included ETC, moveable median barrier, suicide deterrent, public safety railing, main cable recasting and underdeck repainting.
10. Pass through FTA 5307 and 50% Marin STA Paratransit to MCTD for vans and capital equipment.

MODIFICATIONS FOR FINANCIAL PLAN

BRIDGE CAPITAL

1. Implementation of median barrier \$7 million and suicide deterrent \$3.183 million deferred pending further study.
2. Deferral \$21.5 million Bridge underdeck repainting.
3. Reduce Cable equipment replacement expense from \$11,300 to \$3,000 - \$8,000 per year beginning FY 2001.
4. Reduce Gift Shop equipment replacement expense from \$25,000 to \$5,000 - \$10,000 per year beginning FY 2001.
5. Add new \$500,000 STP grant for public safety railing in FY 2000.

BUS CAPITAL

1. Change \$110,000 FY 2000 replacement of 2 vault trucks to 1 truck at \$55,000 using old truck as spare.
2. Reduce equipment replacement expense from \$80,700 to \$60,000 per year.
3. Add new \$73,000 STP grant for bus bus pavement and \$217,000 CMAQ grant for DOAM computer software in FY 2000.

FERRY CAPITAL

1. Delete LFT sheet pile \$750,000 FY 2004 and LFT Berth 5 \$1.5 million FY 2009.

DISTRICT/RAIL CAPITAL

1. Use FHWA grant funds for vessel liferafts \$178,000 FY 2000.
1. Reduce District Division miscellaneous equipment replacement from \$138,000 to \$65,000 per year beginning FY 2001.
2. Reduce scope of \$1,672,000 computer/network upgrade program to \$922,000 migration from HP 3000 by FY 2004 and maintenance thereafter.

RESERVES

1. Transfer \$4,328,400 restricted reserves for future capital projects to unrestricted reserves in FY 09/07.
2. Transfer \$2 million restricted reserves for future operations to unrestricted reserves in FY 2005/06.
3. Cap restricted reserves for museum at \$5 million.

BUS OPERATIONS

1. Reduce peak bus requirement by 12 buses by using HASTUS and reduce annual operating expense by \$1.56 million in FY 2001.
2. Make more efficient use of eastbound by using DOAM computer software and save \$250,000 in FY 2001.
3. Remove annual \$386,000 lease expense for San Francisco bus lot in FY 2001 to be consistent with purchase assumption in capital program.

FERRY OPERATIONS

1. Add 2nd high-speed ferry to Larkspur service in FY 2001/02 and add \$97,688 expense, 141,680 passengers, and \$334,000 revenue.
1. Sell 3 surplus acres at Santa Rosa Bus Facility for \$2 million in FY 2007.

BRIDGE TRAFFIC AND TOLL; TRANSIT SERVICE, PATRONAGE, AND FARE ASSUMPTIONS (INCLUDES EFFECTS OF FIVE YEAR PROGRAM OF FARE INCREASES • CONTINUATION OF ANNUAL CPI FARE INCREASES)									
	FY 2000/2001	FY 2001/2002	FY 2002/2003	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008	FY 2008/2009
BRIDGE ASSUMPTIONS: TRAFFIC, TOLL, TOLL REVENUE									
- INDEPENDENT ESTIMATE									
SB TRAFFIC	20,914,000	20,957,000	20,999,000	21,041,000	21,083,000	21,125,000	21,168,196	21,210,534	21,252,966
AVERAGE TOLL	\$2.79	\$2.79	\$2.79	\$2.79	\$2.79	\$2.79	\$2.79	\$2.79	\$2.79
TOLL REVENUE	\$58,171,000	\$58,404,820	\$58,521,630	\$58,638,873	\$58,755,951	\$58,873,462	\$58,991,209	\$59,109,192	\$59,227,410
BUS AND FERRY SERVICE ASSUMPTIONS: PATRONAGE, FARES, SERVICE MILES, SERVICE HOURS									
are increase =									
GO BUS	3.00%	2.60%	2.60%	2.60%	3.50%	3.50%	3.50%	3.50%	3.50%
ANNUAL RATE OF OCCUPANCY	0.80%	0.80%	0.80%	0.80%	0.80%	0.80%	0.80%	0.80%	0.80%
PATRONAGE	9,356,300	9,357,587	9,358,875	9,361,451	9,337,261	9,313,133	9,288,068	9,265,065	9,241,124
AVERAGE FARE	\$1.68	\$1.71	\$1.71	\$1.84	\$1.91	\$1.98	\$2.05	\$2.12	\$2.19
FARE REVENUE	\$15,574,500	\$15,991,636	\$16,028,115	\$17,268,021	\$17,826,220	\$18,402,462	\$18,997,332	\$19,811,432	\$20,245,362
FARE CONCESSION	\$9,543,000	\$9,543,000	\$9,543,000	\$9,543,000	\$9,543,000	\$9,543,000	\$9,543,000	\$9,543,000	\$9,543,000
REVENUE LESS CONCESSIONS	\$5,500,000	\$6,448,636	\$6,485,115	\$7,725,021	\$8,283,220	\$8,859,462	\$9,454,332	\$10,268,432	\$10,702,362
TOTAL REVENUE	\$15,500,000	\$15,991,636	\$16,028,115	\$17,268,021	\$17,826,220	\$18,402,462	\$18,997,332	\$19,811,432	\$20,245,362
TOTAL HOURS	477,150	477,150	477,150	477,150	477,150	477,150	477,150	477,150	477,150
REVENUE HOURS	428,435	428,435	428,435	428,435	428,435	428,435	428,435	428,435	428,435
GO FERRY									
are increase =									
ANNUAL RATE OF OCCUPANCY	1.90%	1.90%	1.90%	1.90%	1.90%	1.90%	1.90%	1.90%	1.90%
PATRONAGE	1,725,000	1,744,064	1,805,019	1,947,360	1,963,524	1,979,822	1,996,256	2,012,826	2,029,533
AVERAGE FARE	\$2.75	\$2.82	\$2.86	\$3.01	\$3.11	\$3.22	\$3.33	\$3.45	\$3.57
FARE REVENUE	\$4,746,500	\$4,927,300	\$5,141,578	\$5,865,533	\$6,110,781	\$6,377,156	\$6,655,143	\$6,945,246	\$7,247,996
AVG. CONCESSION	\$0.11	\$0.11	\$0.11	\$0.11	\$0.11	\$0.11	\$0.11	\$0.11	\$0.11
REVENUE LESS CONCESSIONS	\$4,635,500	\$4,816,200	\$5,030,466	\$5,754,422	\$6,000,670	\$6,266,045	\$6,544,032	\$6,834,135	\$7,136,885
TOTAL REVENUE	\$4,635,500	\$4,816,200	\$5,030,466	\$5,754,422	\$6,000,670	\$6,266,045	\$6,544,032	\$6,834,135	\$7,136,885
TOTAL HOURS	192,670	192,670	192,670	192,670	192,670	192,670	192,670	192,670	192,670
REVENUE MILES	14,967	14,967	14,967	15,473	15,473	15,473	15,473	15,473	15,473
REVENUE HOURS	14,817	14,817	15,318	15,318	15,318	15,318	15,318	15,318	15,318
OTHER PUBLIC TRANSIT SERVICES									
GO INTERCITY TRANSIT SERVICES									
are increase =									
ANNUAL RATE OF OCCUPANCY	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
PATRONAGE	7,652	7,652	7,652	7,652	7,652	7,652	7,652	7,652	7,652
AVERAGE FARE	\$4.91	\$4.97	\$5.04	\$5.17	\$5.28	\$5.35	\$5.44	\$5.54	\$5.64
FARE REVENUE	\$37,558	\$38,007	\$38,568	\$39,681	\$40,320	\$41,024	\$41,767	\$42,548	\$43,368
TOTAL VEHICLE HOURS	12,013	12,013	12,013	12,479	12,479	12,479	12,479	12,479	12,479
OPERATING EXPENSE	\$424,540	\$446,022	\$468,580	\$492,301	\$517,212	\$543,362	\$569,764	\$600,112	\$630,464
GO TRANSIT CLUB BUS									
are increase =									
ANNUAL RATE OF OCCUPANCY	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
PATRONAGE	134,400	134,400	134,400	134,400	134,400	134,400	134,400	134,400	134,400
FARE REVENUE	\$573,768	\$598,688	\$603,952	\$635,808	\$652,339	\$669,300	\$686,702	\$704,556	\$722,874
REVENUE VEHICLE MILES	209,700	209,700	209,700	209,700	209,700	209,700	209,700	209,700	209,700
OPERATING EXPENSE	\$319,669	\$340,980	\$367,846	\$393,913	\$420,297	\$447,078	\$474,264	\$501,856	\$529,856

		FY 1999/2000	FY 2000/2001	FY 2001/2002	FY 2002/2003	FY 2003/2004	FY 2004/2005	FY 2005/2006	FY 2006/2007	FY 2007/2008	FY 2008/2009
OPERATING REVENUES	BRIDGE										
	TOLLS	\$56,061,100	\$56,055,000	\$56,404,320	\$56,521,830	\$56,836,873	\$56,753,661	\$56,571,482	\$56,901,209	\$56,100,162	\$59,227,410
	DOT/LE/DL	\$61,000	\$164,160	\$168,428	\$171,820	\$177,300	\$175,508	\$173,426	\$176,436	\$179,436	\$210,577
	INVESTMENTS	\$4,125,000	\$2,159,272	\$1,796,773	\$1,807,123	\$1,618,112	\$1,820,355	\$1,942,284	\$1,791,453	\$1,730,446	\$1,793,443
	OTHER	\$124,000	\$127,224	\$130,532	\$133,626	\$137,408	\$142,217	\$147,195	\$152,348	\$157,879	\$163,197
GIFT CENTER	ADJUSTMENTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	TOTAL	\$63,070,100	\$60,505,056	\$60,500,553	\$60,635,486	\$60,771,493	\$60,911,428	\$61,052,879	\$61,071,564	\$60,847,175	\$61,003,446
	SALES	\$2,200,000	\$2,257,200	\$2,315,887	\$2,376,100	\$2,437,879	\$2,523,205	\$2,611,517	\$2,702,920	\$2,787,522	\$2,866,035
	OTHER	\$182,000	\$173,662	\$173,662	\$178,208	\$182,841	\$188,240	\$186,864	\$202,719	\$209,814	\$217,156
	TOTAL	\$2,382,000	\$2,430,862	\$2,489,549	\$2,554,308	\$2,620,720	\$2,712,445	\$2,800,381	\$2,905,639	\$2,997,336	\$3,112,963
BRIDGE CAFE	SALES	\$650,000	\$660,000	\$664,239	\$702,030	\$720,262	\$745,492	\$771,565	\$798,500	\$826,541	\$855,170
	OTHER	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	TOTAL	\$650,000	\$660,000	\$664,239	\$702,030	\$720,262	\$745,492	\$771,565	\$798,500	\$826,541	\$855,170
	SALES	\$15,326,500	\$15,736,638	\$16,154,415	\$16,565,115	\$17,023,021	\$17,581,220	\$18,157,482	\$18,752,332	\$19,390,432	\$20,000,382
	TOTAL	\$17,000,000	\$17,000,000	\$17,000,000	\$17,000,000	\$17,000,000	\$17,000,000	\$17,000,000	\$17,000,000	\$17,000,000	\$17,000,000
BUS	SPECIAL PARKS	\$170,000	\$170,000	\$170,000	\$170,000	\$170,000	\$170,000	\$170,000	\$170,000	\$170,000	\$170,000
	OTHER	\$1,480,000	\$1,516,480	\$1,557,960	\$1,596,487	\$1,640,028	\$1,687,229	\$1,736,839	\$1,818,328	\$1,881,069	\$1,947,638
	ADJUSTMENTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	TOTAL	\$1,650,000	\$1,686,480	\$1,727,960	\$1,766,487	\$1,818,028	\$1,874,229	\$1,932,839	\$2,018,328	\$2,082,069	\$2,157,638
	OPERATING RECOVERY =	33.38%	34.85%	36.80%	38.77%	41.74%	44.68%	47.64%	50.60%	53.56%	56.52%
RAIL	RENTALS	\$65,000	\$68,800	\$68,424	\$70,203	\$72,028	\$74,549	\$77,156	\$79,850	\$82,654	\$85,547
	MAINT/FUNDS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	TOTAL	\$65,000	\$68,800	\$68,424	\$70,203	\$72,028	\$74,549	\$77,156	\$79,850	\$82,654	\$85,547
	SALES	\$4,021,500	\$4,068,730	\$5,516,576	\$5,716,762	\$5,630,533	\$6,185,781	\$6,452,156	\$6,730,143	\$7,020,248	\$7,322,068
	TOTAL	\$4,021,500	\$4,068,730	\$5,516,576	\$5,716,762	\$5,630,533	\$6,185,781	\$6,452,156	\$6,730,143	\$7,020,248	\$7,322,068
FERRY	CONCESSION	\$164,000	\$166,034	\$203,202	\$205,448	\$207,716	\$209,443	\$211,161	\$212,934	\$214,701	\$216,464
	OTHER	\$174,000	\$175,924	\$177,986	\$179,923	\$182,001	\$184,071	\$186,142	\$188,216	\$190,294	\$192,372
	ADJUSTMENTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	TOTAL	\$338,000	\$341,958	\$381,188	\$385,371	\$389,717	\$393,514	\$397,303	\$401,150	\$405,000	\$408,836
	OPERATING RECOVERY =	33.64%	34.13%	36.51%	36.82%	36.84%	37.13%	37.33%	37.53%	37.73%	37.94%
TOTAL OPERATING REVENUES		\$96,200,100	\$96,351,540	\$97,422,648	\$98,318,742	\$99,237,875	\$100,372,656	\$101,544,483	\$102,630,320	\$103,811,156	\$104,902,149
BUS + FERRY OPERATING RECOVERY =		33.51%	34.88%	35.18%	35.21%	35.20%	35.21%	35.16%	35.11%	35.06%	35.01%
TOTAL ALL OPERATING REVENUES		\$107,708,600	\$107,604,743	\$107,604,743	\$107,604,743	\$107,604,743	\$107,604,743	\$107,604,743	\$107,604,743	\$107,604,743	\$107,604,743

OPERATING SUBVENTIONS		EX 1998/2000	EX 2000/2001	EX 2001/2002	EX 2002/2003	EX 2003/2004	EX 2004/2005	EX 2005/2006	EX 2006/2007	EX 2007/2008	EX 2008/2009
BUS	STA (ROUTE 48)	\$388,300	\$396,028	\$405,559	\$414,481	\$423,599	\$438,425	\$453,770	\$469,652	\$486,090	\$503,103
	TDA MAINT	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320
	TDA MAINT	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320
	TDA MAINT	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320
	TDA MAINT	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320
	TDA MAINT	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320
	TDA MAINT	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320
	TDA MAINT	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320
	TDA MAINT	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320
	TDA MAINT	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320
	TDA MAINT	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320	\$8,571,320
FERRY	STA MAINT	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300
	TDA MAINT	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300
	TDA MAINT	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300
	TDA MAINT	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300
	TDA MAINT	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300
	TDA MAINT	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300
	TDA MAINT	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300
	TDA MAINT	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300
	TDA MAINT	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300
	TDA MAINT	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300
	TDA MAINT	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300	\$99,300
TOTAL TRANSIT OPERATING SUBVENTIONS		\$14,598,600	\$14,598,600	\$14,598,600	\$14,598,600	\$14,598,600	\$14,598,600	\$14,598,600	\$14,598,600	\$14,598,600	\$14,598,600

EXHIBIT 3-7 PAGE 7	EX 1899/2000	EX 2000/2001	EX 2001/2002	EX 2002/2003	EX 2003/2004	EX 2004/2005	EX 2005/2006	EX 2006/2007	EX 2007/2008	EX 2008/2009	
UNRESTRICTED	BEGINNING OF YEAR	\$17,733,700	\$22,828,800	\$19,384,425	\$22,410,772	\$21,592,894	\$21,375,405	\$19,787,178	\$18,239,126	\$8,744,884	
	OPERATING TRANSFER	\$9,202,500	\$5,980,827	\$8,156,933	\$5,173,943	\$4,170,071	\$2,877,682	\$1,218,345	(\$334,340)	(\$3,550,365)	
	CAPITAL TRANSFER	\$0	(\$9,093,084)	(\$2,943,755)	(\$5,845,245)	(\$4,170,040)	(\$4,084,178)	(\$8,520,907)	(\$1,540,919)	(\$4,028,001)	
	RESERVE TRANSFER	(\$3,300,000)	(\$162,718)	(\$106,531)	(\$176,796)	(\$187,320)	(\$201,731)	\$1,783,301	\$4,096,270	(\$247,972)	
	END OF YEAR	\$22,828,800	\$19,384,425	\$22,410,772	\$21,592,894	\$21,375,405	\$19,787,178	\$18,238,128	\$19,480,348	\$8,744,884	
RESTRICTED	BEGINNING OF YEAR	\$69,398,300	\$34,740,100	\$28,907,918	\$29,071,448	\$29,251,244	\$29,438,584	\$29,640,295	\$27,806,894	\$24,008,066	
	CAPITAL TRANSFER	(\$34,932,800)	(\$5,994,800)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	RESERVE TRANSFER	\$3,308,000	\$182,718	\$106,531	\$176,796	\$187,320	\$201,731	(\$1,783,301)	(\$4,096,270)	\$247,972	
	END OF YEAR	\$34,740,100	\$28,907,918	\$29,071,448	\$29,251,244	\$29,438,584	\$29,640,295	\$27,856,894	\$23,700,724	\$24,008,066	
UNRESTRICTED BALANCE SHEET DETAIL											
UNRESTRICTED	US CAPITAL PROJECTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	PERY CAPITAL PROJECTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	INSURANCE	\$9,000,000	\$9,000,000	\$9,000,000	\$9,000,000	\$9,000,000	\$9,000,000	\$9,000,000	\$9,000,000	\$9,000,000	
	MUTUAL	\$4,944,100	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	
	LIBRARY CAPITAL PROJECTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	LIBRARY RESERVE PROJECTS	\$5,994,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	UNRESTRICTED FUND	\$55,500	\$81,000	\$78,302	\$86,953	\$95,804	\$104,255	\$112,906	\$121,557	\$136,859	
	UNRESTRICTED CAPITAL PROJECTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	WORKING COMP CLUBS	\$1,261,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	WORKING COMP CLUBS	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	
	WATER PROJECT CONTAMINANT	\$500,800	\$500,800	\$500,800	\$500,800	\$500,800	\$500,800	\$500,800	\$500,800	\$500,800	
	WATER PROJECT CONTAMINANT	\$500,300	\$500,300	\$500,300	\$500,300	\$500,300	\$500,300	\$500,300	\$500,300	\$500,300	
	POTENTIAL OPERATIONS	\$270,277	\$270,277	\$270,277	\$270,277	\$270,277	\$270,277	\$270,277	\$270,277	\$270,277	
	POTENTIAL OPERATIONS	\$157,000	\$157,000	\$157,000	\$157,000	\$157,000	\$157,000	\$157,000	\$157,000	\$157,000	
	FUTURE CAPITAL PROJECTS	\$4,328,400	\$4,328,400	\$4,328,400	\$4,328,400	\$4,328,400	\$4,328,400	\$4,328,400	\$4,328,400	\$4,328,400	
	FUTURE CAPITAL PROJECTS	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	
	EMERGENCY	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	
	TOTAL	\$95,398,300	\$54,740,100	\$28,907,918	\$29,071,448	\$29,251,244	\$29,438,584	\$29,640,295	\$27,856,894	\$23,700,724	\$24,008,066

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NON-GRANT PROJECTS	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100	2101	2102	2103	2104	2105	2106	2107	2108	2109	2110	2111	2112	2113	2114	2115	2116	2117	2118	2119	2120	2121	2122	2123	2124	2125	2126	2127	2128	2129	2130	2131	2132	2133	2134	2135	2136	2137	2138	2139	2140	2141	2142	2143	2144	2145	2146	2147	2148	2149	2150	2151	2152	2153	2154	2155	2156	2157	2158	2159	2160	2161	2162	2163	2164	2165	2166	2167	2168	2169	2170	2171	2172	2173	2174	2175	2176	2177	2178	2179	2180	2181	2182	2183	2184	2185	2186	2187	2188	2189	2190	2191	2192	2193	2194	2195	2196	2197	2198	2199	2200	2201	2202	2203	2204	2205	2206	2207	2208	2209	2210	2211	2212	2213	2214	2215	2216	2217	2218	2219	2220	2221	2222	2223	2224	2225	2226	2227	2228	2229	2230	2231	2232	2233	2234	2235	2236	2237	2238	2239	2240	2241	2242	2243	2244	2245	2246	2247	2248	2249	2250	2251	2252	2253	2254	2255	2256	2257	2258	2259	2260	2261	2262	2263	2264	2265	2266	2267	2268	2269	2270	2271	2272	2273	2274	2275	2276	2277	2278	2279	2280	2281	2282	2283	2284	2285	2286	2287	2288	2289	2290	2291	2292	2293	2294	2295	2296	2297	2298	2299	2300	2301	2302	2303	2304	2305	2306	2307	2308	2309	2310	2311	2312	2313	2314	2315	2316	2317	2318	2319	2320	2321	2322	2323	2324	2325	2326	2327	2328	2329	2330	2331	2332	2333	2334	2335	2336	2337	2338	2339	2340	2341	2342	2343	2344	2345	2346	2347	2348	2349	2350	2351	2352	2353	2354	2355	2356	2357	2358	2359	2360	2361	2362	2363	2364	2365	2366	2367	2368	2369	2370	2371	2372	2373	2374	2375	2376	2377	2378	2379	2380	2381	2382	2383	2384	2385	2386	2387	2388	2389	2390	2391	2392	2393	2394	2395	2396	2397	2398	2399	2400	2401	2402	2403	2404	2405	2406	2407	2408	2409	2410	2411	2412	2413	2414	2415	2416	2417	2418	2419	2420	2421	2422	2423	2424	2425	2426	2427	2428	2429	2430	2431	2432	2433	2434	2435	2436	2437	2438	2439	2440	2441	2442	2443	2444	2445	2446	2447	2448	2449	2450	2451	2452	2453	2454	2455	2456	2457	2458	2459	2460	2461	2462	2463	2464	2465	2466	2467	2468	2469	2470	2471	2472	2473	2474	2475	2476	2477	2478	2479	2480	2481	2482	2483	2484	2485	2486	2487	2488	2489	2490	2491	2492	2493	2494	2495	2496	2497	2498	2499	2500	2501	2502	2503	2504	2505	2506	2507	2508	2509	2510	2511	2512	2513	2514	2515	2516	2517	2518	2519	2520	2521	2522	2523	2524	2525	2526	2527	2528	2529	2530	2531	2532	2533	2534	2535	2536	2537	2538	2539	2540	2541	2542	2543	2544	2545	2546	2547	2548	2549	2550	2551	2552	2553	2554	2555	2556	2557	2558	2559	2560	2561	2562	2563	2564	2565	2566	2567	2568	2569	2570	2571	2572	2573	2574	2575	2576	2577	2578	2579	2580	2581	2582	2583	2584	2585	2586	2587	2588	2589	2590	2591	2592	2593	2594	2595	2596	2597	2598	2599	2600	2601	2602	2603	2604	2605	2606	2607	2608	2609	2610	2611	2612	2613	2614	2615	2616	2617	2618	2619	2620	2621	2622	2623	2624	2625	2626	2627	2628	2629	2630	2631	2632	2633	2634	2635	2636	2637	2638	2639	2640	2641	2642	2643	2644	2645	2646	2647	2648	2649	2650	2651	2652	2653	2654	2655	2656	2657	2658	2659	2660	2661	2662	2663	2664	2665	2666	2667	2668	2669	2670	2671	2672	2673	2674	2675	2676	2677	2678	2679	2680	2681	2682	2683	2684	2685	2686	2687	2688	2689	2690	2691	2692	2693	2694	2695	2696	2697	2698	2699	2700	2701	2702	2703	2704	2705	2706	2707	2708	2709	2710	2711	2712	2713	2714	2715	2716	2717	2718	2719	2720	2721	2722	2723	2724	2725	2726	2727	2728	2729	2730	2731	2732	2733	2734	2735	2736	2737	2738	2739	2740	2741	2742	2743	2744	2745	2746	2747	2748	2749	2750	2751	2752	2753	2754	2755	2756	2757	2758	2759	2760	2761	2762	2763	2764	2765	2766	2767	2768	2769	2770	2771	2772	2773	2774	2775	2776	2777	2778	2779	2780	2781	2782	2783	2784	2785	2786	2787	2788	2789	2790	2791	2792	2793	2794	2795	2796	2797	2798	2799	2800	2801	2802	2803	2804	2805	2806	2807	2808	2809	2810	2811	2812	2813	2814	2815	2816	2817	2818	2819	2820	2821	2822	2823	2824	2825	2826	2827	2828	2829	2830	2831	2832	2833	2834	2835	2836	2837	2838	2839	2840	2841	2842	2843	2844	2845	2846	2847	2848	2849	2850	2851	2852	2853	2854	2855	2856	2857	2858	2859	2860	2861	2862	2863	2864	2865	2866	2867	2868	2869	2870	2871	2872	2873	2874	2875	2876	2877	2878	2879	2880	2881	2882	2883	2884	2885	2886	2887	2888	2889	2890	2891	2892	2893	2894	2895	2896	2897	2898	2899	2900	2901	2902	2903	2904	2905	2906	2907	2908	2909	2910	2911	2912	2913	2914	2915	2916	2917	2918	2919	2920	2921	2922	2923	2924	2925	2926	2927	2928	2929	2930	2931	2932	2933	2934	2935	2936	2937	2938	2939	2940	2941	2942	2943	2944	2945	2946	2947	2948	2949	2950	2951	2952	2953	2954	2955	2956	2957	2958	2959	2960	2961	2962	2963	2964	2965	2966	2967	2968	2969	2970	2971	2972	2973	2974	2975	2976	2977	2978	2979	2980	2981	2982	2983	2984	2985	2986	2987	2988	2989	2990	2991	2992	2993	2994	2995	2996	2997	2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CAPITAL PROJECT DETAIL

ENTRY DIVISION	TOTAL COST	PREVIOUS COST	FY 2000 EXPENSE	GRANT/OTHER FUNDING	DISTRICT RESERVE FUNDING	UNRESTRICTED	PROJECTED CAPITAL EXPENSES	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004
ENVIRONMENTAL CORRECTIONS	\$200,000	\$30,000	\$170,000	\$0	\$170,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ENVIRONMENTAL MITIGATION	\$175,000	\$175,000	\$175,000	\$11,960	\$600	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DRUDGE CHANNEL & BERTHS	\$15,650,000	\$120,000	\$2,500,000	\$0	\$2,500,000	\$0	\$1,065,000	\$0	\$0	\$0	\$3,034,000	\$0
LIFT EMERGENCY POWER	\$250,000	\$0	\$250,000	\$200,000	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
REPLACE EQUIPMENT	\$448,962	\$0	\$4,000,000	\$3,200,000	\$800,000	\$0	\$6,000,000	\$0	\$0	\$30,000	\$30,000	\$30,000
REPLACE EQUIPMENT	\$30,000	\$0	\$30,000	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
AV DEL NORTE CLUTCH CONTROL MOD	\$1,027,300	\$0	\$0	\$0	\$0	\$0	\$33,300	\$0	\$0	\$0	\$824,100	\$0
LIFT PML LOT PAVEMENT REHAB	\$140,000	\$0	\$40,000	\$0	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
REHAB GANGWAY HYDRAULICS	\$1,100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
REHAB GANGWAY HYDRAULICS	\$275,000	\$0	\$275,000	\$200,000	\$75,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TERMINAL TAMP CYLINDER MODS	\$750,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
REHAB MARITIME FACILITY	\$25,000	\$0	\$25,000	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TELEPHONE EQUIP	\$20,000	\$0	\$20,000	\$0	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
VESSEL TRACKING MODS	\$60,000	\$0	\$60,000	\$0	\$60,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
VESSEL FAIR COLLECTION	\$44,200	\$0	\$44,200	\$0	\$44,200	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NETWORK WIRING	\$44,200	\$0	\$0	\$0	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0
PURCHASE VESSELS ON LEASE/AFB	\$170,000	\$0	\$0	\$0	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0
REPLACE CAML FENDER FLOATS	\$160,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
LIFT & SFT UTILITIES REHAB	\$800,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EXPAND & RELOCATE ADMIN OFFICES	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
LIFT BRIST PLE	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CONSTRUCT LIFT BERTHS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL FERRY CAPITAL	\$77,325,452	\$8,027,000	\$7,276,000	\$3,013,800	\$4,154,800	\$0	\$7,474,300	\$30,000	\$4,408,100	\$30,000	\$12,907,200	\$30,000
				\$4,432	FEDERAL GRANT FUND ==>		\$5,908,800	\$0	\$0	\$0	\$0	\$0
				\$4,432	STATE GRANT FUND ==>		\$0	\$0	\$0	\$0	\$0	\$0
				\$4,194,800	OTHER GRANT FUND ==>		\$0	\$0	\$0	\$0	\$0	\$0
					UNRESTRICTED RESERVE >		\$1,605,500	\$30,000	\$1,540,800	\$30,000	\$0	\$0

CAPITAL PROJECT DETAIL

RAIL/CONSTRUCT DIVISION	TOTAL COST	PREVIOUS COST	FY 2000 EXPENSE	GRANT/OTHER FUNDING	DISTRICT RESERVE FUNDING	UNRESTRICTED	PROJECTED CAPITAL EXPENSES	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004
STABILIZE CAL FAIR TUNNEL	\$420,000	\$80,000	\$320,000	\$192,000	\$192,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
MIS COMPUTER NETWORK	\$822,000	\$0	\$232,000	\$60,000	\$172,000	\$0	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000
REPLACE MICROWAVE EQUIPMENT	\$1,025,800	\$50,000	\$975,800	\$212,700	\$763,100	\$0	\$190,802	\$21,855	\$21,855	\$21,855	\$112,351	\$138,113
REPLACE SERVICE VEHICLES	\$1,150,183	\$0	\$75,000	\$20,000	\$55,000	\$0	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
TOTAL DISTRICT CAPITAL	\$4,262,283	\$146,000	\$1,245,100	\$454,700	\$1,260,400	\$0	\$358,902	\$358,902	\$358,902	\$358,902	\$297,351	\$314,113
				\$192,000	FEDERAL GRANT FUND ==>		\$0	\$0	\$0	\$0	\$0	\$0
				\$192,000	STATE GRANT FUND ==>		\$0	\$0	\$0	\$0	\$0	\$0
				\$1,150,183	OTHER GRANT FUND ==>		\$305,802	\$190,855	\$190,855	\$190,855	\$297,351	\$314,113
					UNRESTRICTED RESERVE >		\$0	\$0	\$0	\$0	\$0	\$0

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CAPITAL PROJECT DETAIL

FERRY DIVISION	EX 2005	EX 2006	EX 2007	EX 2008	EX 2009	10 YEAR TOTAL	GRANT FUNDS	SOURCE OF GRANTS	DISTRICT FUNDS
ENVIRONMENTAL CORRECTIONS	\$0	\$0	\$0	\$0	\$0	\$170,000	\$0	NONE	\$170,000
REPLACE DELTA CLUTCH CONTROL MOD	\$0	\$0	\$0	\$0	\$0	\$12,400	\$11,787	STP/TC	\$613
ENVIRONMENTAL MITIGATION	\$0	\$0	\$0	\$0	\$0	\$12,400	\$0	NONE	\$200,000
DREDGE CHANNEL & BERTHS	\$0	\$3,391,000	\$0	\$0	\$0	\$10,434,000	\$10,434,000	FTA 5307	\$5,106,000
LEFT EMERGENCY POWER	\$0	\$0	\$0	\$0	\$0	\$15,550,000	\$200,000	FTA 5307	\$1,000,000
VEHICLE REPLACEMENT (4)	\$0	\$11,840,523	\$12,298,738	\$12,087,701	\$0	\$46,966,962	\$37,555,570	FTA 5307	\$6,381,392
REPLACE EQUIPMENT	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$320,000	\$0	NONE	\$320,000
DELTA CLUTCH CONTROL MOD	\$0	\$0	\$0	\$0	\$0	\$30,000	\$0	NONE	\$30,000
LEFT EMERGENCY POWER	\$97,700	\$0	\$72,260	\$0	\$0	\$1,027,360	\$0	NONE	\$1,027,360
FERRY TERMINAL ELECTRONIC SIGNS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	FTA	\$40,000
REPLACE BERTH #3 FLOUTILITY	\$0	\$0	\$750,000	\$0	\$0	\$750,000	\$900,000	FTA	\$120,000
REHAB GANOWAY HYDRAULICS	\$0	\$1,100,000	\$0	\$0	\$0	\$1,100,000	\$980,000	FTA	\$120,000
TERMINAL RAMP CYLINDER MODS	\$0	\$0	\$0	\$0	\$0	\$275,000	\$200,000	FTA/ST/TC	\$75,000
REHAB LAKE MAINT. FACILITY	\$0	\$0	\$756,000	\$0	\$0	\$756,000	\$604,800	FTA	\$151,200
REHAB LAKE MAINT. FACILITY	\$0	\$0	\$0	\$0	\$0	\$25,000	\$0	NONE	\$25,000
VEHICLE TRAILERS	\$0	\$0	\$0	\$0	\$0	\$20,000	\$0	NONE	\$20,000
VEHICLE TRAILERS	\$0	\$0	\$0	\$0	\$0	\$20,000	\$0	NONE	\$20,000
VEHICLE TRAILERS	\$0	\$0	\$0	\$0	\$0	\$44,200	\$0	NONE	\$44,200
NETWORK WIRING	\$0	\$0	\$0	\$0	\$0	\$150,000	\$0	NONE	\$150,000
PURCHASE VEHICLES (3) UPERAITS	\$0	\$0	\$0	\$0	\$0	\$176,000	\$140,800	PHVA	\$35,200
REPLACE CAMEL FENDER FLOATS	\$0	\$100,000	\$0	\$0	\$0	\$180,000	\$128,000	PHVA	\$52,000
REHAB LAKE MAINT. FACILITY	\$0	\$0	\$800,000	\$0	\$0	\$800,000	\$708,000	STP	\$92,000
EXPAND & RELOCATE ADMIN OFFICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	NONE	\$0
SST MODIFICATIONS	\$0	\$400,000	\$0	\$0	\$0	\$400,000	\$370,000	PHVA	\$30,000
LEFT SHEET PILE	\$0	\$0	\$0	\$0	\$0	\$0	\$0	PHVA	\$0
CONSTRUCT LEFT BERTH 5	\$0	\$0	\$0	\$0	\$0	\$0	\$0	PHVA	\$0
TOTAL FERRY CAPITAL	\$127,200	\$10,501,523	\$15,234,738	\$12,208,901	\$4,320,000	\$40,202,862	\$51,742,957	\$51,742,957	\$17,559,892
	\$0	\$13,177,219	\$12,631,793	\$10,134,161	\$4,432	\$42,477,000	\$4,432	\$51,742,957	\$17,559,892
	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$127,700	\$3,324,305	\$3,102,346	\$2,035,740	\$985,000	\$10,501,523	\$10,501,523	\$10,501,523	\$10,501,523

CAPITAL PROJECT DETAIL

BAI/INSTRUCT DIVISION	EX 2005	EX 2006	EX 2007	EX 2008	EX 2009	10 YEAR TOTAL	GRANT FUNDS	SOURCE OF GRANTS	DISTRICT FUNDS
STABILIZE CAL PAK TUNNEL	\$0	\$0	\$0	\$0	\$0	\$324,000	\$192,000	MARIN	\$192,000
MIS COMPUTER NETWORK	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	\$250,000	STP/OMAO	\$250,000
REPLACE MICROWAVE EQUIPMENT	\$0	\$0	\$0	\$0	\$0	\$975,800	\$212,412	STP/STP	\$763,388
REPLACE SERVICE VEHICLES	\$0	\$196,780	\$50,671	\$234,859	\$134,382	\$1,156,183	\$20,000	STP	\$1,136,183
REPLACE EQUIPMENT	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$260,000	\$0	NONE	\$260,000
TOTAL DISTRICT CAPITAL	\$115,000	\$311,780	\$165,671	\$249,859	\$249,382	\$1,070,692	\$454,412	\$454,412	\$938,571
	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$292,732	\$292,732
	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$102,000	\$102,000
	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,290,400	\$1,290,400
	\$115,000	\$311,780	\$165,671	\$249,859	\$249,382	\$1,070,692	\$454,412	\$1,290,400	\$1,290,400

FINANCIAL PROJECTION ASSUMPTIONS**OPERATING EXPENSES**

1. As recommended by MTC, 2.6 percent annual increases in all expenses for all divisions during FY 2000/01 – FY 2003/04, and 3.5 percent per year during FY 2004/05 – FY 2008/09.
2. All June 1999 bus transit service levels maintained through the ten-year period. Purchase second high-speed ferry and place in Larkspur ferry service July 1, 2001. Increase scheduled service to 42 trips per weekday. No increase in labor costs. Fuel costs increase \$92,800 in 1999 dollars. Retire M.V. Golden Gate. Assign Spaulding vessel to Sausalito service. No change to Sausalito schedule.
3. Continue East Bay/Marin Route 40 bus service subsidized by regional consortium.
4. Purchased transportation cost for regional paratransit services increases as projected to meet demand.
5. All FY 1999/2000 expenses from District operating budget dated May 27, 1999. Bridge expense assumes about \$1 million annual for Electronic Toll Collection operation throughout the ten-year period and \$1 million annually through FY 2000/01 for additional painting.
6. Full implementation of new computerized bus scheduling system will reduce peak bus requirement by 12 buses and reduce labor and materials expenses by \$1.56 million in FY 2000/01. Purchase and installation of companion computerized dispatching system will improve management of bus driver extraboard and timekeeping and reduce labor expenses by \$250,000 in FY 2000/01.
7. Acquisition of site for San Francisco bus lot will eliminate annual \$386,000 Caltrans lease expense.

OPERATING REVENUES

1. Golden Gate Bridge baseline traffic levels determined by regression analysis. Traffic assumed to increase at a rate of about 0.2 percent per year. Electronic Toll Collection, ferry service, and transit fare increases not expected to significantly affect traffic volume.
2. FY 1999/2000 rate of interest on reserves remains constant through the ten-year period.

3. Annual transit fare increase set at 3 percent effective July 1, 1999 and set at assumed rate of expense inflation thereafter. Marin local bus fare maintained at \$1.50 in FY 1999/2000 but increased at same percentage as transit system throughout the remainder of ten year period. Paratransit fares set at one-half the rate of increase for the fixed route transit system.
4. Baseline transbay bus patronage assumed to decline, other intercounty and local bus patronage assumed to increase, based on regression analysis. Annual baseline rate of increase in total bus patronage of about 0.8 percent per year. Total ferry patronage assumed to grow at a baseline rate of 1.9 percent per year. July 1, 2001 increase in Larkspur ferry service will result in 141,680 annual patronage and \$334,000 fare revenue increase. Baseline growth of transit patronage adjusted for annual fare increases from FY 1999/2000 through FY 2008/09 assuming price elasticity equals -0.3.
5. Club Bus subsidy equal to 30 percent of operating expenses through the ten-year period.
6. Annual growth of 2.6 percent and 3.5 percent of revenues from other Bridge and transit revenue sources consistent with expense inflation.

OPERATING SUBVENTIONS

1. Allocation of revenue-based and population-based STA to fixed-route and paratransit transit operations. Up to 50 percent of Marin STA paratransit available for local paratransit capital projects.
2. TDA funds of Marin and Sonoma Counties from MTC estimates.
3. Federal FTA funds from MTC estimates.
4. No annual payment from the Marin County general fund will be necessary to support local bus service.
5. Continue annual federal rural transit operating subsidy for GGT Routes 63 and 65.

CAPITAL EXPENSES

1. Transit capital projects as shown in Capital Project Detail and consistent with MTC regional funding program (TIP). Lacking Army Corp of Engineers assistance, Larkspur ferry channel dredging assumed to be District funded. As a result of low regional priority, the following projects are unlikely to receive grant funding and are deferred indefinitely:

Construct Fifth Berth at LFT and Expand LFT Offices. Also, defer proposed sheet piling at LFT. Beginning FY 2000/01, reduce annual capital budgets for bus equipment replacement to \$50,000, and District administration equipment to \$65,000. Reduce scope of proposed computer/network upgrades to include only cost of migrating applications to Windows NT.

2. One-year lag time between program year and funding year for bus and ferry projects.
3. Bridge capital projects as shown in Capital Project Detail. Seismic retrofit construction in three phases over six years. Defer indefinitely implementation of moveable median barrier and suicide prevention. Defer \$21.5 million Bridge underdeck repainting project. Beginning FY 2000/01, reduce annual capital budgets for Bridge Gift Center equipment replacement to \$5,000 –\$10,000, and Bridge Café to \$3,000-\$6,000.
4. Sell three acres of surplus property at the Santa Rosa Bus Facility for \$2 million in FY 2006/07.

CAPITAL SUBVENTIONS

1. Seismic construction project totaling \$217.6 million, 80 percent federally funded. Public safety railing partially funded by STP corridor management program. No other Bridge projects federally funded.
2. Availability of FTA funds for 80 percent of bus and ferry vessel replacement (score 16 on MTC priority list) for the ten-year period; FTA, STP, and CMAQ funds available for Tier 1 transit capital replacement and rehabilitation projects, including repaving bus lots, replacing bus washers, replacing ferry terminal components, and replacing life rafts. Funding levels consistent with MTC estimates.

RESERVES

1. Restricted reserve for insurance capped at \$9,000,000, reserve for Bridge museum capped at \$5,000,000 and medical cost containment capped at \$500,900.
2. Transfer annual proceeds from sales at Gift Center and Café to restricted reserve for Bridge museum, visitor improvements and directors' fund. Transfer annual railroad rights-of-way lease revenues to reserve for future rail projects.
3. Maintain the restricted reserve for emergency at \$5,000,000. Use restricted reserve for operations of \$2 million in FY 2005/06 to fund transit deficit and use restricted reserve for future capital projects of \$4.328 million in FY 2006/07 to fund transit deficit.

November 8, 1999											
ALTERNATE FINANCIAL PROJECTION											
INCLUDES YEARS 2 - 5 OF FIVE YEAR PROGRAM OF FARE INCREASES											
INCLUDES ALL 10 YEARS OF C/P FARE INCREASES TO MAINTAIN AT LEAST 3% OPERATING RECOVERY IN ACCORDANCE WITH DISTRICT POLICY AND MTC LEVEL OF EFFORT GUIDELINES											
ASSUMES \$56.8 MILLION FEDERAL FUNDING OF BSMC RETROFIT											
FY 1998Z0000 BUDGET (\$0.00M WITH 3 YEAR PLAN)											
PROJECTIONS *****											
	FY 2000Z0001	FY 2000Z002	FY 2002Z0003	FY 2004Z0004	FY 2004Z0005	FY 2006Z0007	FY 2007Z0008	FY 2008Z0009			
BEGINNING RESTRICTED RESERVES	\$48,346,300	\$34,740,100	\$29,848,640	\$30,818,077	\$31,686,560	\$32,801,842	\$33,847,643	\$34,734,176	\$35,863,264	\$37,038,389	
BEGINNING UNRESTRICTED RESERVES	\$117,723,100	\$22,555,500	\$10,830,721	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
BRIDGE, GPT EXPENSES	\$30,554,200	\$31,479,918	\$31,055,256	\$31,753,186	\$32,467,898	\$33,219,913	\$34,021,283	\$34,863,318	\$35,737,907	\$36,643,501	
- LESS DEPRECIATION	\$29,350,616	\$29,535,616	\$29,538,856	\$29,626,196	\$29,630,910	\$29,630,513	\$29,630,483	\$29,630,618	\$29,630,618	\$29,630,618	
REVENUES	\$68,160,100	\$83,066,738	\$83,190,071	\$84,057,871	\$84,330,235	\$84,640,529	\$84,958,073	\$85,283,124	\$85,618,642	\$85,954,762	
BALANCE TO UNRESTRICTED RESERVES	\$37,423,300	\$34,312,221	\$34,851,227	\$34,451,176	\$33,994,738	\$33,337,016	\$32,653,160	\$31,944,006	\$31,213,275	\$30,453,291	
CAPITAL PROJECTS											
PROJECT EXPENSES	\$53,753,300	\$58,314,042	\$43,848,055	\$80,501,191	\$47,886,833	\$52,305,381	\$40,893,891	\$16,404,710	\$34,066,913	\$24,138,006	
CAPITAL REVENUES/GRANTS	\$18,820,400	\$48,314,935	\$16,848,000	\$12,044,648	\$15,332,583	\$16,330,303	\$23,098,864	\$16,831,781	\$18,417,830	\$18,826,466	
NET PROJECT EXPENSES	(\$34,932,900)	(\$21,101,727)	(\$27,301,055)	(\$58,407,543)	(\$32,562,340)	(\$36,074,478)	(\$17,496,997)	(\$37,772,919)	(\$17,651,201)	(\$15,511,201)	
BALANCE FROM DISTRICT RESERVES	\$34,832,800	\$5,994,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
FROM UNRESTRICTED RESERVES	\$0	\$15,109,837	\$17,301,055	\$58,407,545	\$32,562,340	\$36,074,478	\$17,496,997	\$37,772,919	\$17,651,201	\$15,511,201	
TRANSFERS											
FROM UNRESTRICTED TO RESTRICTED RESERVES	\$3,306,600	\$923,440	\$849,428	\$877,403	\$1,004,273	\$1,046,701	\$1,094,933	\$1,128,118	\$1,173,095	\$1,214,818	
BALANCE OF RESTRICTED RESERVES	\$34,740,100	\$19,068,640	\$30,818,077	\$31,686,560	\$32,807,842	\$33,847,643	\$34,734,176	\$35,863,264	\$37,038,389	\$38,256,007	
BALANCE OF UNRESTRICTED RESERVES	\$51,649,400	\$40,837,416	\$17,231,480	(\$24,953,862)	\$439,128	(\$4,038,163)	\$14,098,560	\$27,044,100	\$32,463,147	\$33,723,472	
BUS & FERRY OPERATIONS	\$87,023,800	\$88,470,385	\$70,452,778	\$72,329,830	\$74,255,327	\$76,000,871	\$78,054,327	\$81,508,713	\$85,450,489	\$88,518,274	
- LESS DEPRECIATION	\$68,315,300	\$67,282,895	\$69,246,278	\$71,141,330	\$73,007,827	\$75,116,471	\$78,468,882	\$81,318,213	\$84,271,989	\$87,336,774	
(including fare induced service reduction *)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
REVENUES	\$22,058,000	\$22,088,500	\$22,088,050	\$24,350,716	\$25,053,301	\$25,198,744	\$26,135,480	\$27,774,654	\$28,742,448	\$29,755,044	
OPERATING RECOVERY	33.5%	31.7%	31.7%	34.2%	34.2%	34.2%	34.2%	34.1%	34.1%	34.1%	
TRANSIT SURVIVANTS	\$14,482,400	\$14,300,368	\$15,004,003	\$15,846,938	\$16,298,199	\$17,234,278	\$18,272,126	\$19,439,804	\$20,872,118	\$21,871,818	
NET OPERATIONS	(\$39,293,800)	(\$30,200,734)	(\$30,880,632)	(\$31,143,989)	(\$31,716,337)	(\$32,566,450)	(\$33,361,277)	(\$34,104,669)	(\$34,852,423)	(\$35,604,062)	
UNRESTRICTED RESERVES SUBSIDY	\$29,293,800	\$30,200,734	\$31,231,400	(\$24,853,862)	\$430,128	(\$4,038,163)	\$14,098,560	\$27,044,100	\$32,463,147	\$33,723,472	
BALANCE OF OPERATIONS	\$0	\$0	(\$13,549,183)	(\$56,997,851)	(\$37,288,202)	(\$37,149,813)	(\$19,281,217)	(\$7,080,387)	(\$15,450,376)	(\$11,889,900)	
ENDING RESTRICTED RESERVES	\$34,740,100	\$29,068,640	\$30,818,077	\$31,686,560	\$32,807,842	\$33,847,643	\$34,734,176	\$35,863,264	\$37,038,389	\$38,256,007	
ENDING UNRESTRICTED RESERVES	\$22,555,500	\$10,830,721	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
CUMULATIVE OPERATING SHORTFALL	\$0	(\$13,248,163)	(\$88,447,013)	(\$100,723,215)	(\$157,174,545)	(\$157,485,408)	(\$164,235,332)	(\$174,885,408)	(\$184,546,198)	(\$194,846,198)	

Golden Gate Bridge, Highway and Transportation District

SHORT-RANGE TRANSIT PLAN

APPENDIX A

**REGIONAL TRANSIT COORDINATION IMPLEMENTATION PLAN AND
PRODUCTIVITY IMPROVEMENT FOR FY 1999/2000
INCLUDING STATUS OF FY 1998/1999 PROJECTS**

**GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT
STATUS OF FY 1998/1999 AND PROPOSED FY 1999/2000
TRANSIT COORDINATION AND PRODUCTIVITY IMPROVEMENT PROGRAMS**

BACKGROUND

MTC, which is the San Francisco Bay Area metropolitan planning organization, specifies the regional reporting structure for the state-mandated (SB 602 and SB 1474) Productivity Improvement Program and Transit Coordination Implementation Plan. MTC integrates the elements of these two programs into a single program overseen by MTC.

The goal of the PIP is to pursue improvements to transit efficiency and effectiveness through an annual program of projects developed by MTC and the region's public transit operators, in response to recommendations of a triennial performance audit of transit operators. Transit operators participate in project development and implementation. Their efforts are evaluated each year by MTC in compliance with the state TDA.

The purpose of the TCIP is to identify and implement strategies identified by MTC, to provide a coordinated regional network of transit services, and to improve overall service productivity by sharing rather than duplicating the expenditures of resources, while considering the needs of each transit agency's local transit market. This Plan establishes that each transit agency and MTC maintain existing coordinated services and programs and recommends new projects for implementation in FY 1999/2000. As participants of MTC's Bay Area PTCC, transit operators participate in discussions on the development of region wide coordination projects and advise MTC on its transit coordination recommendations.

PRODUCTIVITY IMPROVEMENT PROJECTS

The State of California (PUC Section 99246) requires MTC to conduct an independent triennial performance audit of all transit systems in the region. An audit of the District's transit system covering fiscal years 1993/94 through 1995/96 was conducted by a consultant to MTC during 1997. The consultant's report, completed in June 1997, recommended the District address improvements in the areas of transit service performance standards and monitoring, cost of operating ferry service, passenger complaints about bus service, reliability of bus passenger counts and bus operator absence tracking and reporting. Two PIP projects were developed from these recommendations.

MTC Resolutions 2310 and 2927 provide policy for allocating STA funds to Bay Area transit operators (PUC Sections 99244 and 99314.7). The policy contains eligibility requirements and rules for a full or partial allocation of these funds based on findings of a transit operator's satisfactory progress in implementing PIP projects.

The following describes the status of the District's plan to implement productivity improvements.

I. Project Title: Transit Performance Monitoring

A. Description of Project:

1. Goal: Modify transit performance report to improve use as a performance monitoring tool.
2. Description: Review current SRTP service performance measures and standards. Make changes as appropriate to improve value of performance report and to identify departments responsible for performance.

B. Project Schedule and Status:

1. January 1998: Review measures and standards.
Status: Completed.
2. July 1998: Modify measures and standards.
Status: Completed.
3. September 1998: Assign department responsibility.
Status: Completed.
4. November 1998: Prepare revised performance report for Draft SRTP.
Status: Completed.
5. December 1998: Prepare final report for Final SRTP.
Status: Completed.

II. Project Title: Automate Retrieval of Schedule Information.

A. Description of Project:

1. Goal: Improve retrieval of schedule information for other functions.
2. Description: In conjunction with the automation of bus schedules (a separate project) explore the feasibility of providing information retrieval interfaces with Dispatch, Timekeeping, Planning, Public Information and the Regional Transit Database. Develop and implement interfaces if feasible.

B. Project Schedule and Status:

1. June 1997: Purchase computerized scheduling system.
Status: Completed.
2. April 1998: Evaluate interfaces for schedule information retrieval.
Status: Completed.
3. April 1998: Develop specifications for interfacing systems.
Status: Completed. Public Information and Regional Transit Database interfaces will be developed by MTC for GGT within the TravInfo Transit Trip Planning project. Dispatch, Timekeeping and Planning interfaces will be acquired from scheduling system vendor.
4. November 1998: Develop/Purchase interfacing systems.
Status: In progress. MTC development of Public Information and Regional Transit Database interfaces is in progress. Federal CMAQ Funds for purchase of Dispatch and Timekeeping interfaces programmed in FY 1999/2000 as part of Golden Gate Corridor Management.
5. January 2000: Install interfacing systems.
Status: Future task.

REGIONAL COORDINATION PROJECTS

Fare Coordination

California Senate Bills 602 and 1474 (Government Code Sections 66516 and 66516.5) require MTC to adopt rules and regulations to promote the coordination of fares and schedules for all public transit systems within its jurisdiction. MTC shall require every system to enter into a joint fare revenue sharing agreement with connecting systems, consistent with MTC's rules and regulations. Further, MTC is authorized to identify those functions performed by individual transit operators that could be consolidated to improve service, and to recommend consolidation of those functions. Also, MTC is authorized to recommend improvements in transit corridors of regional significance, including reduction of duplicative services and institution of coordinated services across transit system boundaries.

MTC Resolution 2137 provides rules and regulations governing coordination of inter-operator transfers, fares, and schedules. Resolution 2137 incorporated the requirements of Section 66516 with regulations of the state-mandated PIP, which includes a regional coordination component. Resolution 2137 states that if MTC determines that the transit operator has not made a reasonable effort to comply with this resolution, MTC shall not approve a TDA allocation to the operator for the next fiscal year which exceeds the amount for the current

fiscal year. MTC Resolution 3055 establishes the TCIP including implementation principles, transit coordination goals, and a program of coordination projects in response to the requirements of Section 66516.5.

The following describes this District's efforts to implement joint fare revenue sharing agreements with connecting fixed route public transit systems and to implement coordination projects.

Connecting Fixed Route Public Transit Systems

The District operates GGT bus and ferry regional fixed route public transit services in a three-county service area from Santa Rosa in Sonoma County, through Marin County to downtown San Francisco. Also, since March 1993, the District operates an STA-funded Marin County–Contra Costa County fixed bus route as a cross-boundary regional link between GGT and East Bay transit operators.

In Sonoma County, GGT buses provide intercounty express services along the U.S. Highway 101 corridor. Local public transit bus services connecting with GGT regional bus services are provided by Santa Rosa Transit, Petaluma Transit, and Sonoma County Transit. Although the transit systems intersect at a number of locations, regional connections focus at the Santa Rosa downtown transit mall, Rohnert Park expressway, Cotati hub, and Petaluma downtown depot.

In Marin County, GGT provides intercounty express bus service and transbay ferry services. Unlike Sonoma County, in Marin GGT buses operate throughout the urbanized areas. GGT provides local fixed route bus service within Marin County under an Agreement for Intra-County Public Bus Transit Service with the MCTD and County of Marin, which provides for funding and full coordination of local and regional bus and regional ferry services and fares. The focal point for intra-system timed transfers is the SRTC in downtown San Rafael. The Marin County–Contra Costa County bus service operates between the SRTC, where passengers can transfer to other GGT bus routes, and the El Cerrito Del Norte BART station, where passengers can transfer to BART, AC Transit, Vallejo Transit, and WestCat.

With regard to San Francisco, GGT buses and ferries provide express services between the downtown area and the North Bay. Local public transit service is provided by the MUNI. GGT and MUNI transit routes intersect at numerous locations along Lombard Street, Geary Boulevard, Van Ness Avenue, Mission Street, North Point Street, and in the Financial District. GGT ferry connects with MUNI in the vicinity of the Ferry Building at the foot of Market Street. GGT buses and ferries connect with other regional public transit operators in the downtown San Francisco area: AC Transit and BART serving the East Bay; and SamTrans serving the South Bay. GGT regional connections within San Francisco are along Mission Street, at the TTT, at Market Street in the Financial District and Civic Center, and at the Golden Gate Bridge toll plaza.

Existing Inter-Operator Joint Fare Agreements

Sonoma County

In 1981, the District entered into an agreement with all connecting fixed route public transit operators in Sonoma County regarding the coordination of transfers between systems within the county. The agreement, which is in effect today, addresses public information, bus stops, operational information, interruption of service, and transfers. This agreement was amended to update and bring it into SB 620 compliance. GGT and other Sonoma operators accept each other's transfers for credit towards local fares.

In May 1991, the District and three largest local transit operators implemented a joint fare project entitled Sonoma Superpass. This joint pass proposal allows barrier-free travel within the county between GGT, Petaluma Transit, Santa Rosa Transit, and Sonoma County Transit. Agency staffs continue to monitor the project. On average, one GGT Superpass is sold each month.

Marin County

GGT has been providing a coordinated local and regional bus system in Marin County since 1971. In 1980, MCTD and County of Marin reaffirmed the District as the most efficient and economical provider of intracounty bus services, designating the District as the recipient of federal, state, and local subventions. The District was asked to consolidate the local fixed route public transit responsibilities of MCTD with its regional transit system on a permanent basis. The aforementioned Agreement consolidating local and regional fixed route public transit services has been in effect since 1983 through a series of one- to three-year extensions. The existing system provides both local and regional transit riders with a seamless network of bus and ferry routes. No further efforts to coordinate services and fares are necessary to comply with Section 66516.

City and County of San Francisco

The District's primary goal is to manage travel over the Golden Gate Bridge. The District's resources have been focused on providing public transit services as an alternative to travel in private vehicles during peak traffic congestion periods, i.e. weekday commute hours. During these periods most traffic is destined to or originates from downtown San Francisco. Therefore, the District's transit services are concentrated into the highway (and waterway) corridors between the Golden Gate Bridge (Marin County) and downtown San Francisco. The existing GGT bus and ferry systems serve this transbay travel market effectively without interaction with other transit systems. However, smaller portions of Bridge travel destined for or originating in areas outside of downtown San Francisco are not effectively served by GGT alone and require the use of other systems.

Connections with MUNI permit convenient travel to locations within San Francisco. District market research has identified a number of areas outside of downtown San Francisco which are secondary (about 15% of total transbay commute travel) destinations for North Bay commuters; for example: India and China Basin, University of California San Francisco Medical Center, San Francisco State University, and the Mission District. Following the October 1989 earthquake, the District and MUNI agreed to issue free transfers between MUNI transit services and GGT ferry. GGT ferry riders pay no additional fare for the use of MUNI to complete their transbay trip. Similarly, all ferry riders have free use of GGT ferry feeder buses in San Francisco. This MUNI led program was formalized by agreement dated January 4, 1991. The District and MUNI have prepared a coordinated pass program between GGT bus and MUNI for continuing transbay trips to San Francisco destinations. A joint fare agreement was implemented in November 1991. About 30 passes are sold each month.

Peninsula

GGT and SamTrans bus services currently connect in the Mission Street corridor of San Francisco and at the TTT. District and SamTrans staff developed a joint pass agreement that was implemented in November 1991. No passes have been sold to date.

East Bay (via San Francisco)

The District and AC Transit developed a joint pass agreement and implemented it in December 1991. These two systems connect at the TTT in San Francisco. No passes have been sold to date.

BART staff developed a coordinated BART plus regional bus ticket modeled after the BART plus local bus ticket used on MUNI, AC Transit, and other local bus systems. The BartPlus Premium Ticket was implemented in February 1992. It was valid for unlimited travel on GGT bus and ferry transbay services between San Francisco and south and central Marin County for a one-half month period. Due to low usage (no premium ticket sales by GGT agents during the final 10 months of the program), the Premium BartPlus ticket program was discontinued in January 1995. At the same time, a substitute program of joint GGT/BART ticket sales and purchase was instituted to comply with Section 66516. Currently, no sales of BART tickets are being recorded by GGT ticket agents.

East Bay (via Richmond/El Cerrito)

With the March 1993 initiation of Route 40 bus service over the Richmond Bridge, a fare agreement was executed with AC Transit to accept the GGT Route 40 fare as a credit for continuing local travel on AC Transit in the East Bay and vice versa. A similar agreement for GGT and Vallejo Transit was implemented in July 1994. All agreements are subject to the concurrence of MTC, which uses regional STA funds to subsidize the demonstration service. GGT approached WestCAT about a joint fare program for connecting bus services at El

Cerrito Del Norte BART station, but this effort has been deferred considering the imminent implementation of Translink.

TRANSIT COORDINATION IMPLEMENTATION PLAN PROJECTS

Pursuant to MTC Resolution 3055, Bay Area public transit operators participate in applicable coordination projects recommended in the Plan, in addition to the previously referenced joint fare coordination projects.

The District participated with MTC and other public transit operators in the following regional transit coordination projects during FY 1998/1999.

- Regional Transit Marketing
- Regional Transit Trip Planning and Transit Database
- Regional Transit Discount Card
- Translink
- ADA Paratransit Services
- Emergency Response
- Clean Fuel Bus Initiative

The District will participate with MTC and other public transit operators in the following regional transit coordination projects during FY 1999/2000.

Projects to Improve Fare Collection and Ticket Distribution

1. Translink: District staff will assist MTC in the design, Phase I implementation and evaluation of the new regional “smart” fare card and automatic fare collection system. Cards and equipment will be tested on eight GGT bus routes and Larkspur and Sausalito ferry routes as a replacement for Ride Value and other existing GGT ticket books and for inter-operator fare instruments.
2. RTC Clearinghouse: District continues to support this pre-paid fare instrument distribution to employers program.
3. Commuter Check: This employer transit voucher program will continue to be included in District public information materials and on the District web site.

Projects to Improve Service Accessibility

1. Regional Transit Discount Card Improvement: District staff is active in the transition to a centralized administration (begun in June 1998) to decrease customer fraud and improve customer access to discount programs and promotion of this regional eligibility for discounted fares program.

2. Paratransit Technical Assistance: With a goal of improving efficiency of the region's paratransit operations, MTC developed a Technical Assistance Plan to train agency staff and advance the technology used to manage paratransit programs. District, MCTD and their paratransit operator, Whistlestop Wheels, are participating in implementation of the Plan including involvement in Phase I Translink and paratransit ITS applications as well as coordination between agencies.
3. Regional ADA Eligibility Improvements: District will continue to participate in this program to improve accuracy of the certifications used to determine eligibility for ADA paratransit services.
4. Interagency Paratransit Service: District will continue to have its paratransit services operate consistent with PTCC Guidelines for Interagency ADA Paratransit Services and will assist other agencies with implementing coordinated paratransit services.

Projects to Improve Transit Information and Marketing

1. Transit Trip Planning and Regional Transit Database: District staff will continue to work with MTC and its contractors to coordinate these regional projects with GGT bus and ferry scheduling and public information functions for enhanced telephone information and display on MTC's Transit Information web site.
2. TravInfo 817-1717 Regional Transportation Information System: District staff will continue to exchange information with TravInfo.
3. Joint Marketing of Regional Transit Services: District staff will continue to participate in PTCC Marketing Committee efforts to assist MTC with the development of a regional marketing strategy and plan and the implementation of the plan.
4. Regional Transit Guide Update: District staff will continue to assist MTC in reviewing and enhancing the contents of the Guide.

Projects to Improve Cross-Jurisdiction Services

1. Richmond Bridge Service: GGT Route 40 bus service between SRTC and El Cerrito Del Norte BART will continue to operate as a cross boundary, regional transit link funded by MTC, AC Transit and BART. A proposal to increase the hours of service to 11pm will be considered in FY 1999/2000.
2. Update the Regional System of Routes and Transfer Points: GGT Bus Routes 40, 80 and 90 and the Larkspur and Sausalito ferry routes are designated regional transit routes. Regional transfer points in the District's service area are Santa Rosa Transit Mall, Rohnert

Park Transit Center, Petaluma Greyhound Depot, SRTC, Golden Gate Bridge Toll Plaza, San Francisco Ferry Terminal, TTT, and the Embarcadero and Civic Center BART stations. The District also serves (via Route 40) regional transfer points outside its service area at Tewksbury and Castro Streets (Point Richmond) and El Cerrito Del Norte BART station.

The District was the lead agency on a project to evaluate service coordination between GGT and MUNI at the Toll Plaza transfer point. The results of the assessment of transfer connectivity generated a list of improvements to be considered:

- Provide improved accessibility between MUNI and GGT bus stops in conjunction with District ADA facility compliance program.
- Provide improved signage directing passengers between bus stops.
- Establish a southbound time point at the Golden Gate Bridge Toll Plaza.
- Provide operational and passenger improvements to better integrate bus stops into a regional transit transfer center.

The District submitted an application to MTC and the San Francisco Transportation Authority for FY 1994/95 ISTEAF funding for a study and construction of long term improvements to the Toll Plaza regional transit transfer point. ISTEAF funds were not made available at that time, but MTC has programmed access, signage and passenger improvement elements of the project for funding in FY 1999/2000 of the TIP. Substantial reconstruction of the roadways south of the bridge toll plaza is required to provide sufficient space for a southbound bus stop that can accommodate layover needed for a time point. Funds are not presently available for this project, estimated to cost about \$5 million.

Projects to Increase Service Efficiency

1. Clean Fuel Bus Initiative: District staff will continue to work closely with MTC and other Transit operators to develop practical bus and ferry emissions reduction strategies.

Projects to Develop Sub-regional Service Agreements

1. Regional Emergency Response Plan: District staff acting as the District Emergency Operations Center team will continue to participate in regional Emergency Operations Center exercises.
2. Santa Rosa Transfer Facility: District staff will continue to work with CityBus and Sonoma County Transit staffs to coordinate operations at the Transit Mall.

Golden Gate Bridge, Highway and Transportation District

SHORT-RANGE TRANSIT PLAN

APPENDIX B

GOLDEN GATE BUS AND FERRY MAINTENANCE PROGRAMS

BUS MAINTENANCE PROGRAMS

PROGRAM GOAL

It is the goal of the bus maintenance program to assure safe, reliable and clean buses for operation in Golden Gate Transit revenue service. Maintenance is performed in the most efficient and cost effective manner possible, utilizing preventative maintenance in lieu of unscheduled maintenance, thereby minimizing the number of preventable mechanical failures which would result in a disruption of Golden Gate Transit bus service.

PROGRAM DESCRIPTION

To effectively accomplish the maintenance program's goal, Golden Gate Transit has implemented a preventative, or scheduled, maintenance program, which attempts to inspect all integral items/components on a routine basis. All preventative maintenance has been established based on testing performed by Golden Gate Transit or by Manufacturer's recommendations to optimize the life of the bus/components.

A. SCHEDULED MAINTENANCE

The preventative, or scheduled, maintenance program is performed routinely as follows:

"A" Inspection: (Performed every 1,500 miles) Inspection includes brake adjustments, inspecting all safety components, and visual inspection of all running gear, including steering, wheelchair lifts, and all lights.

"B" Inspection: (Performed every 3,000 miles) In addition to the items covered in the "A" inspection, this inspection includes inspecting the battery, lubricating the drive line and steering shaft, air line inspection, and drainage of wet tanks.

"B+" Inspection: The 6,000 mile "B" inspection performed on buses equipped with Series 50 and Series 60 engines (approximately 102 buses in our fleet) includes an engine oil and filter change. For all buses with the Series 50 and 60 engines, this inspection is classified as a "B+" inspection to specify and document the oil and filter change.

"C" Inspection: (Performed every 12,000 miles) In addition to all items covered in the "A" and "B" inspections, this inspection includes changing all engine and transmission filters and fluids, and performing emissions opacity readings.

"D" Inspection: (Performed every 24,000 miles) Inspection includes approximately 60 service and inspection items, along with 17 heating and air conditioning inspection items, in addition to a major inspection of the wheelchair lift and securement area.

HVAC Inspection: A 96,000-mile check on all phases of the heating, ventilation, and air conditioning systems are performed. These systems run whenever the bus is in operation.

Farebox Inspection: 60 and 120-day inspections are performed on the electronic fareboxes.

Fire Suppression System: This inspection is performed on all buses with a fire suppression system. Presently the Flxible, MCI-45 ft and new Nova series buses are the only buses equipped with fire suppression equipment and all together total 102 buses. Although this inspection is not part of the routine “A” through “D” preventive maintenance program, it is manually tracked by the Chief Mechanic’s office and performed on the applicable bus fleet approximately once per month. The inspection form includes approximately 25 service and inspection items on the fire suppression system. This includes inspecting the actuators, pressure vessels and valves, N-2 cylinders, control heads, nozzles, detectors, and hoses and connections.

Wheelchair Lift Inspection: (Performed on an ongoing basis) While the lift inspection is part of the routine “A” through “D” preventive maintenance program, it is inspected other times as well such as when the lift malfunctions or is written up by an operator. On weekends, one mechanic performs a separate wheelchair inspection on buses parked in Novato and Santa Rosa, keeping a checklist of those buses inspected. After the complete fleet has received a lift inspection, the process begins again. This inspection includes inspecting the interlocks, sensitive edge, lamps, wiring, seals, bolts, bushings, clamps and hydraulic components. The lift system is also lubricated and any necessary repairs are made.

To minimize unscheduled maintenance, some components are changed on a mileage basis (e.g., steering, brake components, air compressors, alternators, etc.).

It is the policy of the Maintenance Department to inspect and repair all items/components including structural and cosmetic during PM maintenance, thereby minimizing unscheduled maintenance while maintaining the highest mileage possible between road calls. Engines are rebuilt using parts that reduce emission levels to the lowest point possible without substantial cost increases. All engines that meet or exceed the rebuild requirements established by the EPA, either the 25% or the 0.10 emission reduction requirement, are equipped with the appropriate emission kit at the time of rebuild. Components are rebuilt to OEM new dimension specifications to ensure equal or better life. All major components are tracked by either the OEM serial number or are assigned and stamped with a Golden Gate Transit serial number. This allows the components to be tracked for original miles run, reason for rebuild, parts used during rebuild, person performing rebuild, and miles run to next rebuild. This cycle is tracked for the life of each component.

A computer system provides accurate up-to-date mileage and data for every bus/component on a daily basis and automatically activates the A, B, B+ (Series 50 and Series 60 engines only), C, D, HVAC (96,000 mile), and the 60 and 120 day farebox preventative maintenance inspections. Additionally, the system monitors the tracking of all units.

B. UNSCHEDULED MAINTENANCE

Unscheduled maintenance is defined as any work necessary due to premature failure, and items that are impractical or impossible to include on a preventative maintenance schedule. These items may include electrical components (e.g., turn signal flashers, relays and starters) or other components/items (e.g., windshield wiper motors, valves, windshield washer components, door motors, glass, differentials, and U-joints). Although these items are checked during preventative maintenance inspections and are repaired/replaced when it is determined the useful life is nearing completion, many items have at best minimal failure indicators; some have none at all.

A daily review of coach defect cards submitted by bus drivers and a daily review of all occurrences of mechanical failure are thoroughly analyzed on a daily and monthly basis to determine the causes of these problems. This analysis serves as the basis for unscheduled bus maintenance beyond what is required for the actual repair of road failed buses. The daily monitoring of individual bus mechanical performance can be effectively accomplished manually. Monitoring identifies deviations from expected component failure rates so adjustments can be made to inspection intervals. However, in most cases, timely inspections will detect the symptoms of failure before they occur on the road.

PROGRAM PERFORMANCE

The excellent performance of the Golden Gate Transit Bus Maintenance Program is accomplished through a variety of methods. The frequency of revenue service-disruption road calls has not been under one every 21,000 miles since the initiation of Golden Gate Transit bus service in 1972. Currently the frequency is nearly one every 24,000 miles for a fleet of 269 buses, with an average age of nearly 7 years, and average annual mileage operated per bus of about 35,000 miles.

At the beginning of 1997, Golden Gate Transit took delivery of thirty (30) 45-foot MCI buses. These buses seat 57 passengers when the wheelchair seats are vacant and 49 passengers when the wheelchair seats are occupied. These buses have resulted in an increase of nearly 480 seats when compared to the 40-foot buses with 41 seats to our active fleet. In November of 1997, two additional 45-foot MCI buses were delivered and placed in service. This increased the seating capacity of the fleet by an additional 32 seats. In February of 1998, 30 new 40-foot buses manufactured by Nova Bus, Inc. with a seating capacity of 43 passengers with no wheelchair on board and 41 with two wheelchairs on board including the wheelchair

passenger. These buses are equipped with a front door lift and no rear door in order to allow for the additional two passenger seats. These buses are also equipped with the latest technology incorporating computer wiring throughout the bus, and series 50 electronic engines. An additional 14 new MCI 45 foot buses are scheduled to arrive in October that will replace the remainder of the original GMC RTS-04 buses and six of the MCI 40 foot buses.

Golden Gate Transit operates 269 buses in revenue service utilizing one central maintenance facility with 14 repair bays, three service bays, one upholstery bay, five body and fender bays, two paint bays and two satellite bus storage and service facilities with two service bays each. The two satellite facilities perform fueling, cleaning and running repairs (i.e., replace lights, windshield wipers, minor electrical repairs), and perform "A," "B," and "B+" inspections only. All other inspections and major work are performed at the central maintenance facility.

The District has worked closely with Detroit Diesel Corporation to extend the oil change interval on the Series 50 and 60 engines to 12,000 miles instead of the manufacturer 6,000-mile interval. The oil analysis testing concluded that the pre-1998 engine could be extended. The newer models have had design changes in emissions that prevent an extension of the oil change interval. On all other District engines, a 12,000-mile interval between engine oil changes have been established by the manufacture or the manufacturer's consent, through oil analysis.

Golden Gate's fleet has changed from a one-time 98% one-model bus fleet to a six-model bus fleet, of which 100% are ADA accessible. The newer model buses are more complex, utilizing computer wiring throughout the bus, computerized electronic fare boxes, transmissions, engines, fire suppression systems, and HVAC units that are controlled by onboard computers. Because of FMVSS regulations, bus brakes have ABS systems and are of a two-system design which enables the bus to stop even if one system fails. Power steering has replaced manual steering. Some wheelchair lifts operate from the power steering fluid circuit and are electrically interconnected with the brakes. Electronic injectors and injection timing require the use of portable computer readers in order to monitor on board computer functions and all major engine data. Thus, modern technologies have placed a sizable burden on maintenance personnel training and job skills.

Golden Gate Transit has traditionally remanufactured the majority of components, sending out only blocks to be line-bored, cracked heads, injectors, electrical windings, radiators and other small parts. Quality control and component life dictate the reasons for the remanufacture of components in-house. Due to Federal emission regulations requiring a PM level of 0.1 per brake horse power hour and the requirement of a certified 0.1 kit be installed to achieve that emission level with a guarantee of 150,000 miles, it is no longer cost effective to remanufacture all engines in-house. For that reason, a request for bid will be sent to engine remanufacturers who can rebuild Golden Gate Transit bus engines to meet the regulations. The use of the 0.1 kit has been required as of May 21, 1999.

Effective January 1, 1995, the Environmental Protection Agency (EPA) mandated that engines

be retrofitted or rebuilt using a certified rebuild kit that will reduce particulate matter by 25% or down to 0.1 grams per brake horsepower hour. Certified kits must be warranted for 150,000 miles and subsequently monitored to ensure continued emission reductions. EPA further mandated that if specified emission reductions are not realized, the engine must again be rebuilt using a then-certified kit. EPA placed a maximum incremental cost of \$2,150 for the 25% reduction kit and \$8,200 in 1992-dollar values for the 0.1 kit over normal rebuild costs.

The Body Shop repairs an average of 275 buses yearly, which are involved in accidents. It takes approximately three days to repair each coach. Also, seat repairs, farebox defects/failures, and inoperable head signs are directed to the Body Shop. The District's requirement of urethane paints permits buses to run between 12 and 15 years without needing to be repainted.

Thoro-cleans are scheduled to be performed on each bus at least once every six months, or as needed. When a bus is thoro-cleaned the interior of the bus is cleaned, including shampooing the seats, the ceiling, walls, floor, and windows are washed. Buses are inspected on a daily basis by the lead service person that monitors the Body Shop's request. Requests are submitted by bus number and scheduled for thoro-cleaning. Through the inspection process, the lead person monitors and routes buses that need thoro-cleaning although the time period may be less than six months. In addition to the thoro-clean program, an average of four buses are mini-cleaned per day. Mini cleans include washing the bus walls, windows, and floor.

QUALITY CONTROL

Quality control is accomplished through report data. No time frames or deadlines are established while work is being performed on a coach/component. It is department policy that all jobs are completed in a reasonable amount of time based on problems found, and the amount of work required to complete the task that will enable the coach to be placed in revenue service in a safe, reliable condition without the necessity of further repairs prior to the next scheduled maintenance. It is also department policy that the coach be inspected each and every time it is brought into the shop for any reason, as time permits. All items in need of attention/repair are evaluated and either repaired or noted and scheduled for repair at a future scheduled maintenance interval.

Golden Gate Transit utilizes journeymen mechanics with a four-year apprenticeship program through the State of California and the Machinists Union with very few specialist classifications. Journeymen mechanics perform all scheduled and unscheduled work, including but not limited to: lubricating all grease points, changing oil and filters, performing brake jobs, working on steering, engines, transmissions, differentials, and performing necessary overhauls. They also work on the air conditioning and electrical systems. When one mechanic must redo the work of another, the information as to why, and what was done is relayed back to the first mechanic, regardless of the cause for the repeat work (whether premature failure or improper work). This type of information and pride in maintenance quality creates an effective quality control.

Quality control is accomplished through data reports as follows:

- | | | | |
|----|------------------------|---|----------------------|
| 1. | Unit mileage review | = | Daily/Monthly |
| 2. | Unit failure review | = | Daily/Monthly |
| 3. | Road failures | = | Daily/Weekly/Monthly |
| 4. | Fuel & Oil consumption | = | Weekly/Monthly |

A maintenance analysis is performed on a weekly and monthly basis utilizing the *Mileage Report*, *Unit Change Report*, *Road Failure Report*, *Fuel & Oil Consumption Report*, and the *Labor Hours per 1,000 Miles Operated Report*.

EMPLOYMENT AND TRAINING

The maintenance philosophy at Golden Gate Transit is to perform a high quality job in a reasonable amount of time. Newly hired journeymen mechanics are placed on six-month probation/training program. During this time, each mechanic is required to be trained and must demonstrate his or her ability to learn, comprehend, troubleshoot and complete a new task each month. The monthly tasks are as follows:

- | | |
|---------------|--|
| First month: | Air brake system |
| Second month: | Transmission rebuild including testing |
| Third month: | Complete Engine tune-up |
| Fourth month: | Diagnose and repair air conditioning |
| Fifth month: | Electrical system |

The District's 45 experienced journeymen mechanics, and twelve bodymen/trimmers and painters receive formal training from either the department trainer or the OEM's trainers as new buses are added to the fleet. The department trainer, OEM's or suppliers also conduct refresher training. Ongoing training is conducted on the air conditioning systems by the department trainer in an effort to keep all shop personnel up to date and certified. Additionally, on-the-job training is provided by the department trainer and the unit lead to maintain and improve the skills and knowledge of all mechanics. For entry-level bus mechanics, a four-year apprenticeship program is provided through a joint program administered by the Machinists Union and the State of California. Job satisfaction is evident with a turnover rate of approximately two mechanics a year. However, that rate is escalating due to numerous maintenance personnel retiring after more than 20 years of service.

MAINTENANCE MANPOWER DISTRIBUTION

Golden Gate Transit operates 24 hours a day with three shifts, supervised by at least one chief mechanic, 365 days a year. The day shift has two chief mechanics (one in the maintenance shop and one in the body shop), one trainer, three leadpersons (one in the unit repair shop, one in stores and one service lead), one Maintenance Superintendent in the main shop and one Shop/Facilities Superintendent in the body shop as well as one Maintenance Manager. One Supervisor of Maintenance Operations works the swing shift. In addition, one senior buyer and one buyer work the day shift.

The District operates a central maintenance facility, two satellite service/maintenance facilities, and one commute layover parking facility. To ensure a smooth and reliable return commute from San Francisco, one mechanic and one servicer are assigned to the commute layover parking facility. The servicer, who works 9:30 a.m. to 6:00 p.m., performs two functions: (1) to maintain a clean driver and dispatch facility; and (2) to clean layover buses as needed. One mechanic is assigned to the commute layover parking facility to make necessary running repairs and ensure a complete pull-out for the return PM commute. The mechanics hours are 12:30 p.m. to 6:30 p.m. in San Francisco, then follows the PM commute buses out of San Francisco and returns to the central maintenance facility in San Rafael to complete the shift. The two satellite facilities located in Santa Rosa and Novato perform fueling and cleaning of buses during the swing shift by two servicers, while running repairs in addition to "A," "B," and "B+" inspections are performed by two mechanics on the graveyard shift in Santa Rosa where 63 buses are parked, and by one mechanic on the graveyard shift in Novato where 51 buses are parked.

The central maintenance facility operates three shifts. The day shift performs all body, paint and upholstery work where all employees are assigned to the Body Shop. This work force distribution has been established based on equipment and parts availability and supervision. The Building Maintenance crew also works the day shift. The Main Shop on the day shift consists of a Unit Repair Shop, the Main Maintenance Shop and a Heavy Duty Repair Shop. It is the day shift's responsibility to rebuild all units, perform the heavy duty long term maintenance tasks, e.g., remove and replace differentials, transmissions, engines, perform the 96,000-mile HVAC inspections, and major electrical/hydraulic problems.

It is the swing shift's responsibility to perform the "A" and "B" inspections, brake repair work, and running repairs.

It is the graveyard shift's responsibility to complete the "C" and "D" inspections, running repairs, and ensure a full compliment of buses are available for the AM revenue service pull-out.

Manpower distribution is formulated based on monthly reviews of work accomplished, work pending, and anticipated work requirements based on mileage of components and detection of future maintenance needs as found and evaluated on inspections. Manpower is reviewed and changed as necessary two times per year, or as required.

ESTABLISH MONTHLY AND ANNUAL GOALS

On the second Tuesday of every month, a joint meeting of the swing and day shift personnel is held to review safety issues, compliance matters, problems of the previous month, and also establish methods to correct safety problems and make recommendations to the Maintenance Manager. Safety inspections are performed by all three shifts, with swing and graveyard inspections performed together. The inspection is performed within two days prior to the scheduled safety meeting. The inspection checklist covers all items in the Maintenance Department including lots, buildings, hoists, steamers, lighting, heating, ventilation, and all equipment. The inspection is reviewed during the safety meeting.

On the first Thursday of every month, a meeting is held with the Maintenance Manager, Maintenance Superintendent, Supervisor Maintenance Operations, Shops/Facilities Superintendent, Purchasing Senior Buyer and the Buyer, and all shift Chief Mechanics, Trainer and Leadpersons. The purpose of this meeting is to review problems/accomplishments of the past month, to establish methods and goals of correcting problems, to review past work goals and establish future work methods and goals (i.e., number of engines, and transmissions of various bus models that need to be repaired within the next six months to a year). Anticipated component life cycles are reviewed and methods to increase are discussed. Shift work force requirements are reviewed and reorganized two times a year or as needed.

A Maintenance Management staff meeting is held each Wednesday with the Maintenance Manager, Senior Buyer, Maintenance Superintendent, Body Shop/Facilities Superintendent, Maintenance Supervisor, and the Buyer in attendance. This meeting follows the open discussion format and is a focal point of this Department's team-building process. The meeting provides each member with an opportunity to participate in the day-to-day, month-to-month, and annual operation of the Department. The purpose of this meeting is to review the previous week's work, current work in progress, anticipated work needs, and bus or facility problems. Indicators of future needs or problems are also discussed in a round table format. Additionally, employee problems are discussed where solutions can be agreed upon. Solutions to many problems are finalized through role-playing with the effected supervisor before an actual meeting with the employee(s). Possible solutions and long term goals are mutually agreed upon. These meetings have ultimately proven to be an integral part of the overall short and long-term operation of this Department.

NON-REVENUE VEHICLES

One fully qualified journeyman mechanic performs maintenance on non-revenue vehicles. All work is performed in a separate two bay shop with one flat floor and one hoist. Maintenance is performed either on a time or mileage basis. Vehicles that do not operate on surface streets, such as the electric carts, forklifts, sweeper, etc. and vehicles accruing low monthly mileage receive scheduled maintenance based on a specified time frame (i.e., one month, two months, etc.). All other vehicles receive scheduled maintenance based on mileage. It is the goal of the Maintenance Department to maintain vehicles in good operating condition for approximately

100,000 miles without performing major work to the engine or transmission. Vehicles are put up for auction when the vehicle has reached approximately 100,000 miles, although extended mileages are being reviewed and tested to ensure effectiveness.

NON-ROLLING STOCK

Non-rolling stock includes buildings, parking lots, landscaping, poles/signs, shelters and equipment, i.e., lifts, steam cleaners, hoists, cranes, wash water reclamation, gray water reclamation from the shop, etc. Non-rolling stock maintenance is performed as follows:

1. Buildings, parking lots, and wash water reclamation are maintained on a weekly and monthly preventative maintenance schedule and repaired as needed.
2. Landscaping is maintained on a weekly maintenance schedule.
3. Poles/signs are maintained on a preventative maintenance schedule weekly/monthly, and are repaired as needed when reported by drivers or the public.
4. District shelters are cleaned and inspected once a week and repaired as needed.
5. Equipment is inspected and repaired on weekly/monthly preventative maintenance inspections or as needed.
6. Gray water reclamation is performed as needed. Periodic sampling analysis ensures that no known water enters the city sewer with chemicals, metals, etc., over the allowable limits.
7. All bus lots are inspected daily to ensure no oil or other contaminants are present that could go to a storm drain. All oil drippings are cleaned with absorbent materials and placed in a hazardous waste barrel for authorized way stream disposal.
8. The Shop/Facilities Superintendent, through building and maintenance personnel, inspects all buildings, lots and operational equipment on an ongoing basis to determine rebuild or replacement needs. Recommends work needed and estimated costs to the Maintenance Manager for inclusion in the next budget preparation.

MAINTENANCE BUDGET

The maintenance budget makes up approximately 20% of the total Bus Transit budget. The budget consists of salaries, professional services, maintenance services, office cleaning, lubricants, gasoline, tires/tubes for non-revenue vehicles, repair parts, maintenance operating supplies, safety training and maintenance travel and meetings.

FERRY MAINTENANCE PROGRAMS

PROGRAM GOAL

It is the goal of the ferry maintenance program to assure the reliable and safe mechanical operation of Golden Gate Ferry vessels and terminals in the most efficient and cost-effective manner possible with a minimum of preventable mechanical failures, which would result in a disruption of Golden Gate Ferry service.

PROGRAM PERFORMANCE

The level of excellence achieved by Golden Gate Ferry maintenance program is demonstrated by the following statistics.

1. In FY 1998/99, the Ferry Division continued its previously established high level of regularly scheduled service and responded to seasonal patronage surges and special events with extra service. A total of 10,667 Larkspur ferry crossings and 6,154 Sausalito ferry crossings were scheduled. There were 22 added crossings for special events bringing the total scheduled annual ferry crossings to 16,843.

Three vessels (M.S. San Francisco, M.S. Marin and M.V. Del Norte) were dry-docked for scheduled U.S. Coast Guard inspection and repairs. A total of 90 regularly scheduled crossings were lost on the Larkspur route as a result. Only Larkspur service was disrupted. Four mechanical breakdowns occurred causing a total of 62 crossings to be missed. Overall, the Ferry Division completed 16,691 of 16,843 scheduled crossings, a 99 percent completion rate.

A total 16,549 revenue hours of service were scheduled in FY 1998/99. The four service-disrupting mechanical failures resulted in a rate of 4,137 hours between failures. This was a vast improvement in mechanical performance compared to the previous year's rate of 928 hours between failures.

The average life of the three Spaulding vessels was 24 years, although the diesel engines were only about 13 years old. The M.V. Golden Gate was 29 years old. Its engines were replaced in June 1990. The M.V. Del Norte was placed into regular passenger service September 1998, and had accumulated approximately 2,700 operating hours by the end of the FY 1998/99.

2. The Golden Gate Ferry vessels continue to receive high safety ratings from the U.S. Coast Guard at scheduled and unscheduled safety inspections including all dry dock inspections.
3. Regarding labor efficiency, (last year's performance is shown in parentheses) scheduled maintenance hours increased by 2,080 to 27,040 (+8 percent) during the FY 1998/99

due to the addition of one mechanic for the fifth vessel and increase in Larkspur service from 26 to 40 crossings per weekday (an increase in total vessel operating hours of approximately 30 percent), for a reduction to approximately 1.7 (2.2) maintenance hour per vessel operating hour, 2.6 (3.0) mechanics per vessel and 3.8 (4.25) maintenance staff per vessel. That represents an acceptable standard of performance.

4. The current level of cost efficiency is about 145 total maintenance dollars per vessel revenue hour compared to 160 dollars last year.
5. The current level of capital facility commitment to ferry maintenance is one central maintenance and storage facility at the four-berth LFT, a light maintenance room at the San Francisco Ferry Terminal, and a leased container storage for limited spare parts and supplies at Sausalito night mooring dock.
6. Currently, there are no spare vessels available to back up the peak hour ferry service in the event of scheduled or unscheduled maintenance needs. Under those circumstances, District buses are substituted or arrangements made to employ the use of private operators.
7. The acceptable life of a District ferry for regular revenue service is about 30 years. The economical service life of the M.V. Del Norte and future catamarans can be expected to be lower than conventional ferries due the lightweight construction.

PROGRAM DESCRIPTION

A. SCHEDULED MAINTENANCE

The preventative maintenance program is performed in cycles as follows:

Daily Vessel Inspections are performed each day and include: checking oil, coolant, and other fluid levels; visual inspection of all fuel, oil, air, and water lines; inspection of pumps, motors, fans, mountings, belts, etc., for wear, cracks, and signs of damage, and the electric system including all lights for proper connections and operation; visual inspection of the hull for damage; checking proper operation of the lift for persons with disabilities (all vessels but the M.V. Del Norte); inspecting the ventilation and fresh water systems; visual inspection of interior furnishings; and notation of all deficiencies and actions taken, and recording engine operating hours. The M.V. Del Norte is fueled daily due to her limited onboard storage capability, the M.V. Golden Gate weekly, and the three Larkspur service Spaulding vessels twice weekly.

Weekly Vessel Inspections are performed once every seven days in conjunction with the daily inspection and include: battery inspection; steering inspection and lubrication; adjustment to engine drive belts; propeller shaft inspection; testing of pressure and temperature alarms; inspecting fuel tanks and testing fuel samples; checking proper

operation of all pumps and motors; servicing the sea water system and engine air filters; inspecting the sewage system; and noting all deficiencies and actions taken. At each 300 hours of engine operation, oil, fuel, and air filter elements are replaced, engine oil drained and replaced, engine, transmission and hydraulic oil samples sent for analysis, coolant systems charged. Engines on the M.V. Golden Gate are serviced at 400-hour intervals per engine manufacturers' recommendations. All vessel fluid samples, together with fuel storage and terminal hydraulic samples, are sent to an independent analytical lab and results tracked for signs of machinery wear or contamination.

Weekly Terminal Inspections are performed once every seven days and include: inspecting all lights, turnstiles, and doors for proper operation; checking the fuel tank area for leaks, proper operation of valves, and any hazards (Larkspur); inspection of berth hydraulic and electrical systems, and fuel pumps and lines; checking hydraulic oil levels and monthly sampling of hydraulic oil; inspection, servicing, and complete operational testing of ramp and gangway systems; inspecting shore power cables, bilge holding tanks, and service connections; and noting any deficiencies and actions taken.

B. UNSCHEDULED MAINTENANCE

A daily review of problems submitted by vessel operators, deck hands, and terminal personnel are thoroughly analyzed to determine the causes of these problems. The analysis serves as the basis for unscheduled maintenance beyond that which is required for the actual repair of in-service mechanical failures. The daily monitoring of individual vessel mechanical performance is effectively accomplished manually given the size of the fleet. Such monitoring identifies deviations from expected component failure rates, so adjustments can be made to inspection intervals. In most cases, timely inspections will detect the symptoms of failure before they occur in service.

C. EMPLOYMENT AND TRAINING

The maintenance philosophy at Golden Gate Ferry is high quality maintenance in a reasonable amount of time. The District's experienced mechanics receive on-the-job training to improve their skills. Manufacturers' training has been provided over the last fiscal year to all personnel on equipment and systems installed on the M.V. Del Norte, the fuel farm upgrade, and individual component retrofits. A computer-based maintenance tracking system is under development. Current department staff includes thirteen mechanics, two storekeepers, one buyer, one marine engineer, one maintenance superintendent, and one office assistant.

Golden Gate Bridge, Highway and Transportation District

SHORT-RANGE TRANSIT PLAN

APPENDIX C

GOLDEN GATE TRANSIT BUS CONTINGENCY FLEET PLAN

GOLDEN GATE TRANSIT BUS CONTINGENCY FLEET PLAN

In accordance with FTA Circular 9030.1B, the District established in FY 1994/95 a GGT bus contingency fleet. The District had, and continues to have, two main reasons for taking this action:

1. Compliance with ADA has resulted in a reduction of peak bus seating capacity. The District's formerly inaccessible (no wheelchair lift) bus fleet had a seating capacity of 49 passengers per bus. The District's current accessible (lift-equipped) bus fleet averages 44 seats per bus. This decline in peak seating capacity has resulted in increased peak load factors on certain existing bus routes. Because of its characteristically long (up to 60 miles) bus routes operating in HOV lanes at highway speeds, GGT has a service design standard of "no standees" and a policy to carry no more than 10 standees in the interest of passenger safety. This situation periodically requires GGT schedulers allocate additional buses to existing bus routes to accommodate fluctuating demand.
2. Emergency preparedness requires a reserve of resources to respond to unanticipated events. The District has had previous experience with fuel shortages, earthquakes, and other sources of extraordinary demand for GGT bus services. In times of emergency, commuters look toward public transportation for their work travel needs. The roadways in the GGT service area are particularly susceptible to earthquake damage because of the many bridges required to span waterways.

The District contingency bus fleet plan for FY 1999/2000 calls for placing no more than 10 buses out of 284 total GGT buses (less than 4 percent) in contingency status. This number of contingency buses is deemed adequate by GGT management to respond to passenger load factor policy violations as well as unforeseen, but known, emergencies.

By the end of FY 1999/2000, the disposition of the District's total 284-bus fleet is expected to be as follows:

215	Active buses in peak GGT service
50	Active buses in GGT maintenance reserve (23 percent spares)
10	Buses in GGT contingency fleet
<u>9</u>	Buses leased to private operators (subscription commute bus service)
284	Total bus fleet

The contingency fleet will consist of MCI model 102-A3 coaches that entered GGT service in September 1987 and will be retired in 2000 after over 12 years and nearly 400,000 miles of active service.

